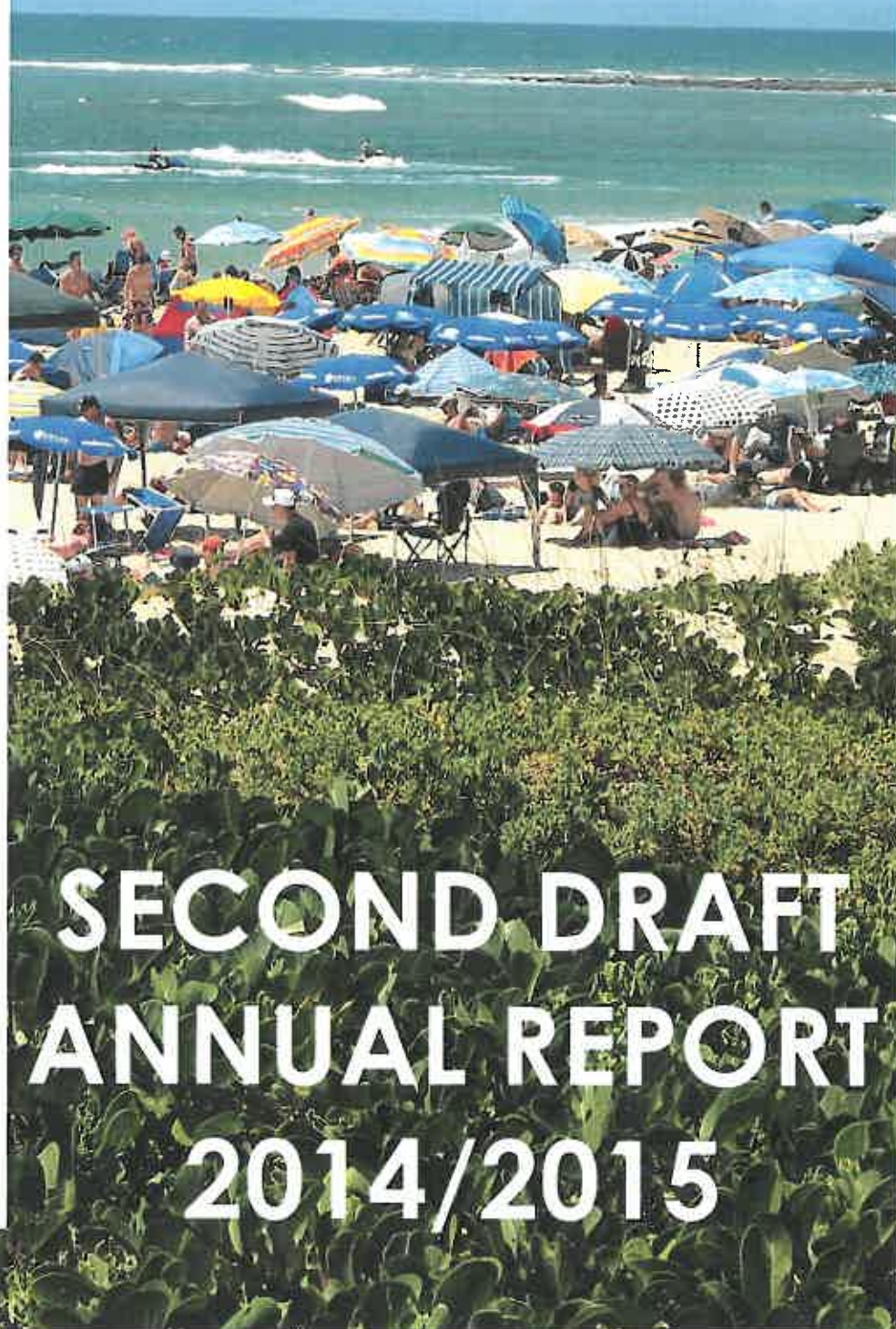




KOUGA

local municipality

Prosperity through vision



SECOND DRAFT ANNUAL REPORT 2014/2015

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Refer to Annual Financial Statements as at 30 June 2015.

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PART 1: INTRODUCTION & OVERVIEW

I) FOREWORD BY THE EXECUTIVE MAYOR, CLR DAPHNE KETLEDAS



When one looks back at what was achieved locally in the year 2014/2015, the value of forming partnerships with other spheres of government and stakeholder groups becomes evident.

Tremendous bulk infrastructure development took place in Kouga during the year under review, and it is doubtful that this would have been possible were it not for the municipality's political leadership and administration strengthening its ties with strategic partners.

The bulk capacity of the region has been under the spotlight for many years. Kouga is one of the fastest-growing municipalities in South Africa, with the influx of people placing significant pressure on the bulk infrastructure. The expansion of bulk services has, therefore, topped Council's agenda so as to meet the ever-growing demand and to facilitate development.

Bulk infrastructure is expensive and few, if any, municipalities can fund bulk projects with internal monies alone. While Kouga has been able to do good work with the Municipal Infrastructure Grant (MIG), including the R44-million upgrade of the Jeffreys Bay Waste Water Treatment Works which was unveiled in 2014/2015, the grant has proven insufficient to put in place the bulk required across all nine Kouga towns.

The sourcing of additional funding has been a focal area of the new political leadership and municipal administration since 2011.

The fruits of these efforts became visible during 2014/2015 when nine projects to the value of more than R117-million were successfully implemented in partnership with the Eastern Cape Department of Human Settlements. These projects included the upgrading of the waste water (sewerage) systems and the expansion of the bulk water supply at Jeffreys Bay, Hankey and Patensie.

These projects complemented the upgrading of the Weston Waste Water Treatment Works and the construction of an outfall sewer at Kruisfontein, implemented with MIG-funding during the year under review.

Kouga's regular interaction with the Department of Water and Sanitation further resulted in funding being made available to expand and improve the water supply to Jeffreys Bay. Among other objectives, a pilot plant, aimed at reducing the iron and manganese content of borehole water, was put in place at the treatment works, with promising preliminary results.

The electrification and formalisation of informal areas were also accelerated during 2014/2015. The layout plans for erven at informal areas in Humansdorp, Oyster Bay and Jeffreys Bay were finalised while electricity was installed at a cost of almost R6-million. More than 500 families benefited from the electrification, funded through the Department of Energy.

The Department of Rural Development and Agrarian Reform has also proven to be an invaluable partner in Kouga's drive to strengthen communities. Not only does the municipality have an ongoing partnership with the Department to train SMMEs and cooperatives, the municipality also reviewed its Spatial Development Framework with the support of the Department.

The Kouga Waste Management and Recycling Project commenced in the year under review, with funding of R25-million being pumped into the upgrading of landfill sites by the Department of Environmental Affairs.

The Department of Sport, Recreation, Arts and Culture further came on board to host the first Heritage Festival and Colloquium for Scholars at Humansdorp while construction of the R164-million Sarah Baartman Centre of Remembrance at Hankey, a project of the Department of Arts and Culture, forged ahead.

Following on the opening of the new primary school at Thornhill, a brand new high school also opened at Jeffreys Bay in 2015. Meanwhile, fire and emergency services in the Gamtoos area also received a boost, with the Sarah Baartman District Municipality funding the construction of a satellite fire station at Hankey.

Kouga was also honoured to host the provincial launch of the 16 Days of Activism campaign, with the Eastern Cape Premier and his MECs leading the charge against the abuse of women and children at a packed event in Humansdorp. The work that was undertaken during 2014/2015 not only contributed towards addressing service backlogs, it also strengthened the local economy and facilitated job creation.

While we are proud of what was achieved, challenges remain, including the condition of tar and gravel roads throughout our area. It is important that we also involve other government departments and stakeholder groups in our programme to rectify this matter because, as was evident in 2014/2015, together we are truly capable of accomplishing more.

On behalf of the Council, I wish to thank the many partners who helped to take Kouga forward during the year under review. Together we are moving Kouga forward.



CLR D. KETLEDAS
EXECUTIVE MAYOR

27.01.16

DATE

II) **EXECUTIVE SUMMARY: BY MUNICIPAL MANAGER**

The Council has adopted five developmental priorities in line with the National and Provincial priorities and which are in line with the current directorates as outlined in the Integrated Development Plan and the Service Delivery Budget Implementation Plan as follows:

1. Institutional Transformation & organizational development
2. Good Governance and Public Participation
3. Basic Service Delivery and Infrastructure Development
4. Local Economic Development
5. Financial Viability and Management.



These five developmental priorities are aligned to Circular 63 of the MFMA, issued by National Treasury as a guiding document in the formulation and preparation of the Annual Report. The intention of the Annual Report is to give feedback and highlights on matters that were dealt with and achieved in the 2014/15 financial year and also provides mechanism for challenges encountered in the year.

Since the dawn of 2011/2012, 2012/13, 2013/14 and 2014/15, Kouga Municipality has found itself improving on audit outcomes assessed by the Auditor-General on matters of financial management, document management and issues of compliance, although there are some challenges in areas such as Performance Management. The 2014/15 year was an exciting year for Kouga as we managed to receive an unqualified audit report through our team work and the ongoing guidance by our political principals, led by two Executive Mayors during the year under review following Clr Booï Koerat's resignation from the position due to health reasons and his replacement by Kouga's first woman Executive Mayor, Clr Daphne Kettledas.

As at 30 June 2015, the municipality had 7, 462 indigent households in our indigent register, and an amount of R44,89 million was used to subsidize their municipal accounts. The debtor's collection rate remains a challenge but measures taken have improved our collection rate to 97% as compared to the previous years. Kouga Municipality can proudly state that it is financially viable as it is able to pay its monthly water account to Nelson Mandela Bay Metro and electricity account to Eskom. Yes, indeed, we cannot run away from the fact that Kouga has creditors such as the Office of the Auditor-General, which we made arrangements with to pay R400, 000.00 per month and the Department of Transport which we have an agreement with of paying R500, 000 monthly towards the outstanding debt and the current account.

Kouga has long-term liabilities loans, one of which is with the Sarah Baartman District Municipality, which is intended to be paid off by 30 August 2015 and ABSA, which will also be paid off by 30 November 2016. Besides the two mentioned long-term loans, we also have loans with DBSA and INCA. In both instances long-term loans agreements have been signed to make payments and with DBSA, Kouga intends to pay on a quarterly basis with effect from 1 September 2015, and paid off INCA by 30 June 2015. Municipal operating grants and subsidies amounted to R86,37 million and an amount of R77,54 million (94,63%), was received during this financial year and fully spent with no rollovers.

Strides have been made to ensure that control measures are in place as in this particular year, Kouga can safely say the Organogram was tabled and approved by Council, various Human Resource policies have been approved as well as Standard Operating Procedures. Although there are certain policies and by-laws that need to be reviewed, we can mention that we had improved compared to the previous year, which means that Kouga's turnaround strategy really worked. For the first time we were successful in our discretionary grant application to the LGSETA and received the amount of R2,371,000. A new programme was developed between Kouga Municipality and the Municipal Infrastructure Support Agency (MISA), which is called the MISA Apprenticeship Programme and will run over three (3) years. Four (4) unemployed youth were appointed in this apprenticeship as follows:

- 1 African female plumbing apprenticeship
- 1 Coloured female electrical apprenticeship
- 2 Coloured males' electrical apprenticeship

All of them are getting a stipend of R3,600 per month.

Communities have been accessing training courses on the following areas:

- Sewing – Basic and advanced
- Catering – Basic and advanced
- Tendering
- Business Skills, and
- Food processing and Preserves.

Currently, the LED Directorate is in the process of finalising the Local Economic Development Strategy. Kouga hosted a number of successful events such as the second annual J-Bay Winter Fest, Kouga Business Imbizo, the second Heritage Festival, a New Year's Eve Bash, the first Inkciyo Celebrations and Legends Tournament.

It is worth mentioning that Kouga Municipality could not implement, or rather unlock, housing projects due to bulk infrastructure, but I am happy to report that the Department of Human Settlement assisted by paying R6, 866,216.50 for claims. For the unlocking of Ocean View 1500 we upgraded the Apiesdraai sewerage pump station and the rising main at a cost of R17,069,689.34 and constructed a 7ML reservoir and bulk water supply amounting to R26,113,082.85. For Pellsrus 220 there was a need to upgrade the sewer pump stations of La Mer, Duine Road and Trevor Manuel at a cost of R3, 009,995.30. Looking at these amount, in Jeffreys Bay alone an amount of R46, 196,767.49 was spent. In Hankey, an amount of R21,830,065.15 was spent for the unlocking of Hankey 990 and in Patensie the amount of R49, 668,733.40 was spent to unlock Patensie 278.

This could not be achieved without getting support from our political principals, sector departments, the Sarah Baartman District and the Provincial COGTA.

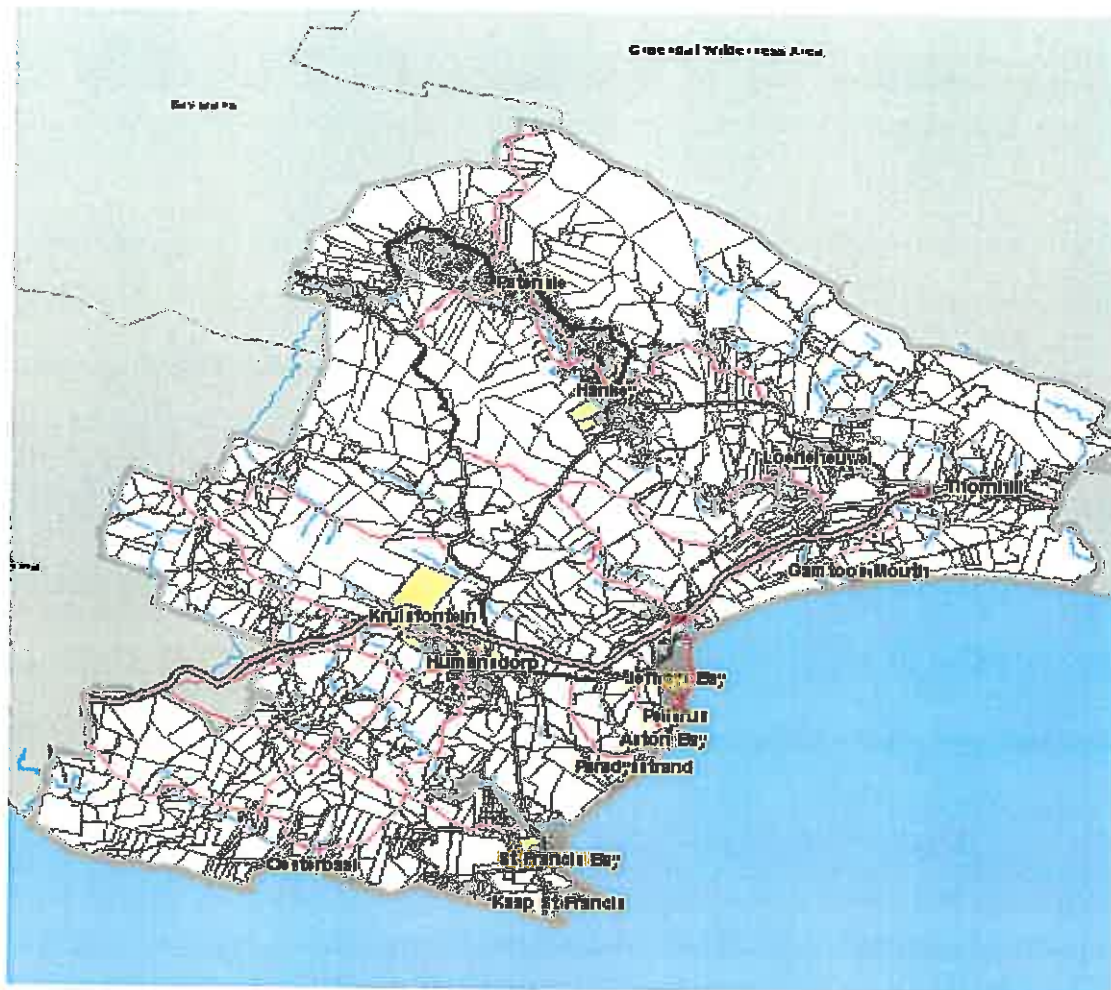
This report will be meaningless if I cannot express my sincere gratitude to the administrative staff who have worked tirelessly and all those who contributed to the achievement of these goals.



MR. S.S.FADI
MUNICIPAL MANAGER

27. 01. 2016.
DATE

III) OVERVIEW OF THE MUNICIPALITY



OUR VISION

Kouga – a safe, equitable and harmonious home, with prosperous and sustainable livelihoods for its people.

OUR MISSION

To create a better life for its people by providing effective and efficient service delivery, enabling the sustainable harnessing of its environmental assets, supported by inclusive governance and stakeholder participation, derived from the shared values of its people and its legislated mandate.

The Values underpinning our Vision and Mission are:

Honesty
Integrity
Accountability
Consistency
Equality

Transparency
People-centred
Professionalism
Accessibility
Batho Pele

LOCATION

Kouga Local Municipality forms part of the Cacadu District Municipality in the Eastern Cape Province of South Africa. It is situated west of Nelson Mandela Bay Municipality (Port Elizabeth, Uitenhage and Despatch) and covers a total land area of 2 418km². The nine towns included in Kouga are Jeffreys Bay, Humansdorp, St Francis Bay, Cape St Francis, Oyster Bay, Patensie, Hankey, Loerie and Thornhill.

TOPOGRAPHY AND CLIMATE

Kouga is largely an urban area, with three main topographical regions:

The coastal region stretches from the Van Stadens River in the east to the Tsitsikamma River in the west. This zone includes the towns of [Jeffreys Bay](#), St Francis Bay, Cape St Francis and [Oyster Bay](#). The coast serves as a major tourism attraction.

The [Gamtoos River](#) Valley is characterised by wide, fertile flood plains associated with low-lying land. Steep and less-fertile slopes flank the Valley. The towns of [Hankey](#), [Patensie](#), [Loerie](#) and [Thornhill](#) are focal points of this high-potential agricultural region. The [Humansdorp](#) area, including Kruisfontein, is characterised by moderate slopes in the south, with steeper slopes towards the north and northwest.

The four main rivers in the area - the Kromme, Seekoei, Kabeljous and Gamtoos – are tidal rivers. The Kromme River and Gamtoos River are significant sources of water supply. Ground water is another major component of domestic water supply. Aquifers are also utilised in the agricultural sector for irrigation.

There are numerous areas of wetland adjacent to the region's rivers and on the coastal platform. These wetlands are extremely sensitive to disturbances such as agricultural activities and development. The wetlands accommodate high species diversity and fulfil natural water purification and flood retention roles.

The climate of the Kouga region is [subtropical](#), which makes the area conducive to a range of outdoor activities and various types of agricultural production. Rainfall varies between 650 mm per year (St Francis Bay area) to 400 mm (Gamtoos River Valley). The area is generally described as windy.

POPULATION

Despite it being the second smallest region in Cacadu, covering only 4, 1% of Cacadu's land area, Kouga is the most populous region in the district. It has a population of 98 588 (Census 2011), representing approximately 22% of the total population of the district.

Kouga also has the fastest annual growth rate in the district. Since 1996, the population has increased at an average of 2, 4% per annum compared to the annual growth rate of 1,1% in the district and 0,3% in the province.

Kouga Second Draft Annual Report: 2014/15

Kouga is characterised by vast differences in population density from one area to the next. These variations have an impact on the cost of service delivery while migration to the urban nodes places additional pressure on the existing infrastructure of these high-density areas.

The influx of job seekers has also impacted negatively on employment figures. According to "Labour Force Survey Data" for 1995 to 2010 (Stats SA), employment in the region declined by 11,7% between 1995 and 2010 while the working age group increased by 25%. This means that 80,3% of the working age group had employment in 1995, compared to 56,8% in 2010.

ECONOMY

Kouga's total output / Gross Value Added (GVA), which is used to measure the value of production in a region, has shown erratic growth since 1996.

"Regional Income and Production Data" for 1995 to 2010 (Stats SA) indicates that the economic sector of Kouga is dominated by secondary and tertiary activity.

In 2010 the leading industries were finance, insurance and real estate (FIR) at 33,3%, manufacturing (MAN) at 19,1% and general government (GG) at 14,2%. With its growth outpacing all other industries, FIR has since 1996 overtaken wholesale and retail trade, catering and accommodation (WRCA) as the largest contributor to GVA. WRCA's proportion to Kouga's output has plummeted from 21% in 1995 to 10,3% in 2010.

The contribution of the main primary sector – agriculture, forestry and fishing (AFF) – has also decreased from 11,8% in 1995 to 3,5% in 2010. However, MAN's proportion saw an increase of 4,8% over the same period. While the primary sector dominated employment up until 2005, the tertiary sector has since taken over this role.

PART 2: KEY PERFORMANCE AREAS

CHAPTER1: INSTITUTIONAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT

1.1. Presentation on the Organizational Structure

The total number of permanent staff is eight hundred and twenty two (822) and the number of contractual employees is 117. In 2014, Kouga had five (5) Section 56 of which one was suspended and one section 57. The Chief Financial Officer resigned in December 2014, which as at January 2015 and through Council Resolution; the Acting Chief Financial Officer was appointed. In 2013/14 financial year, Kouga had about eight hundred and seventy eight (878) permanent staff and during the period the Organogram was not approved by Council.

The Organogram was approved as the "AS IS" in December 2014 which was going to be reviewed March 2015 in line with the required legislation. On the basis of the Organogram approved as warm bodies Kouga could not really indicate the vacancies except taking into consideration death, resignation and terminations. The Administrative Top Structure is illustrated as follows:

ADMINISTRATIVE STRUCTURE



During this financial year all section 56 and section 57 signed the performance agreements and performance plans and were submitted to the Department of Co-operative Governance and Traditional Affairs (COGTA).

Kouga top structure is responsive to Employment Equity although the issue of disability as part of equity is not accommodated. Although the section 56 and 57 trained on CPMD in 2012/13 there are still outstanding modules which they need to be trained on.

1.2. Staff development initiatives during the financial year

1.2.1. WORKPLACE SKILLS PLAN REPORT – 2014/15

<u>NAME OF LEARNING INTERVENTION</u>	<u>MODE OF DELIVERY</u>	<u>TRAINING DATES</u>	<u>NQE LEVEL</u>	<u>NO. OF BENEFICIARIES</u>	<u>TARGET EMPLOYMENT CATEGORY</u>	<u>18.1 or 18.2</u>	<u>SERVICE PROVIDER</u>	<u>ACTUAL COSTS</u>	<u>SOURCE OF FUNDING</u>	<u>STATUS OF INTERVENTION</u>
TLB Operators	Skills Program	11 July 2014	3	15	Machine Operators & Elementary Workers	18.1	Breërvier Development Training	R22,437.94	Discretionary Grants	Completed
Examiners Grades: F, L & D	Diploma	29 August 2014	4	4	Elementary Workers	18.1	P.E TRAFFIC COLLEGE	R144,148.00	Mandatory Grants	Completed
Moderator Certificate	Skills Programme	23 August 2014	5	1	Professional	18.1	Primeserve	R5,000.00	Mandatory Grants	Completed
Assessor/ Coaching, Certificate	Skills Programme	13 Nov-14 Nov 2014	3	4	Professional	18.1	D.M. Management & Consulting	R20,000.00	Discretionary Grants	Completed
Water and Wastewater	Learnership	14 April 2014 – 30 April 2015	2	15	Unemployed Youth	18.2	Mahube Training & Development	R555,000.00	Discretionary Grants	Completed
Water and Wastewater	Recognition of Prior Learning Skills Programme	03 Nov 2014 – 30 Feb 2015	2	18	Elementary Workers and Process Treatment Controllers	18.1	Mahube Training & Development	R90,000.00	Discretionary Grants	Completed

Water and Wastewater	Skills Programme	14 Jan – 30 March 2015	3	5	Elementary Workers and Process Treatment Controllers	18.1	Mahube Training & Development	R25,000.00	Discretionary Grants	Completed
Traffic Officer	Diploma	02 Jun 2014 – 30 June 2015	4	1	Community Workers	18.1	P.E TRAFFIC COLLEGE	R141,000.00	Mandatory Grants	Completed
Program In Labour Law Practice	Bursary	02 February 2015	5	2	Management & Professional	18.1	N.M.M.U	R27,000.00	Mandatory Grants	In Progress
Management Development Programme	Bursary	16 February 2015	5	1	Professional	18.1	N.M.M.U	R71,000.00	Mandatory Grants	In Progress
CPMD	Bursary		5	4	Politicians and Management	18.1	Kgolo Institute	R180,000.00	Municipal Funds	In Progress
Councillor Development Programme	Learnership	11 May 2015	4	8	Politicians	18.1	SALGA	R0,000.00	LGSETA Discretionary Grants	In Progress
OD-ETDP	Learnership	11 May 2015 – February 2016	6	2	Professional	18.1	Resonance	R90,000.00	LGSETA Discretionary Grants	In Progress
		TOTAL		80				R1,370, 585.94		

1.2.2. M.I.S.A. APPRENTICESHIP PROGRAM

SURNAME	NAME	FIELD OF STUDY	STARTING DATE	DURATION OF THE PROGRAMME	STIPEND
Hem	Nosikhumbuzo Shallot	Civil Engineering & Building Construction	01 February 2015	36 months	R3,600.00
Primo	Alicia	Electrical Apprenticeship			
Lippert	Janeil	Electrical Apprenticeship			
Delpoit	Enrico	Electrical Apprenticeship			

1.2.3 WORK INTEGRATED LEARNING (LGSETA)

SURNAME	NAME	FIELD OF STUDY	STARTING DATE	DURATION OF THE PROGRAMME	STIPEND
Natal	Jasmine	Engineering & Related Design L4		2 Years	R1,500.00

1.2.4 EXPERIENTIAL LEARNERS

DIRECTORATE	DEPARTMENT	FIELD OF STUDY	NO. OF BENEFICIARIES	STARTING DATE	COMPLETION DATE	DURATION OF PROGRAMME	STIPEND
Administration Monitoring & Evaluation	Human Resources Development and Human Resources Management	Human Resources Management Diploma	2	2 March 2014	30 September 2015	18 Months	R0.00
Social Services	Administration, Risk Management and IDP	Public Administration Degree	1	4 May 2015	30 November 2015	6 Months	R0.00

1.3. Key HR statistics per functional area

(SEE ORGANOGRAM ATTACHED AS AN ANNEXURE)

1.3.1. Technical staff registered with Professional Bodies

Technical Service	Total number of technical service managers	Total number registered in the accredited professional body	Total number pending registration confirmation in the accredited professional body	Total number not yet registered in the accredited professional body
Civil, Water & Electricity	4	1	0	3

1.3.2. Staff levels of education and skills

Total number of staff	Number of staff without Grade 12	Number of staff with Senior Certificate only	Percentage of staff with tertiary /accredited professional training

1.3.3. People with disability

Males				Females				Total
African	Coloured	Indian	White	African	Coloured	Indian	Whites	
7	4	0	0	2	1	0	0	14

1.3.4. Trends on total personnel expenditure

1.3.4. Trends on total personnel expenditure

Financial Year	Total number of staff	Total budget operating expenditure	Personnel expenditure	% percentage expenditure
2011/12	960	R553,676,222	R182,822,233	33.02%
2012/13	922	R545,906,310	R193,299,330	35.41%
2013/14	878	R589,224,141	R208,085,170	35.32%
2014/15	822	R578,855,272	R212,826,380	36.77%

1.3.5. List of pension, retirement and medical aids to whom employees belong

(a) Pension and retirement fund

Name of Pension Funds	Number of members
Cape Retirement Fund	330
Cape Joint Pension Fund	1
National Fund for Municipal Workers	7
South African Local Authority Pension Fund	25
SAMWU Provident Fund	246
Momentum	217
SAMWU Pension Fund	1
Councillors Pension Fund	4
Cape Retirement Fund No.CC	3
(b) Medical Aid Funds	
Bonitas	141
Key Health	24
Hosmed	108
LA Health	140
SAMWU Med	81

(c) Leave

Leave Type	2013/14	2014/15
Annual Leave	6208	6624
Sick Leave	2730	2973
Unpaid Leave	151	99
Maternity Leave	-	-
Other	476	451
Total	9485	10147

1.4. Salary Disclosure

(a) Councillors Actual (Remuneration of Public Office Bearers Act)

Designation	2013/14	2014/15
Executive Mayor	R508,370	R538, 871
Speaker	R406, 696	R431,096
Mayoral Committee	R1,906,390	R2,020,770
Part-time Councillor's	R3,287,292	R3,556, 542
Company contribution to UIF, Medical and Pension Fund	R126,850	-
Group Life Insurance	R31,773	-

Skills Development Levy	R95,077	-
Housing Subsidy	-	-
Telephone Allowance	R696,401	R605,172
Travelling Allowance	R2,093,079	R2,182,427

(b) S57 and S56 remuneration

Designation	Salary Benefit	Earning 2013/14	Earning 2014/15
Municipal Manager	Annual remuneration	R1, 005, 022.51	R1, 073, 263.54
	Car Allowance	R144, 000.	R1444, 000.
	Performance Bonus	-	-
	Back Pay	-	-
	Subsistence & Travelling	R12, 000.	R12, 000.
	Settlement	-	-
	Group Life Bargaining Council	-	-
	Contribution to UIF, Medical & Pension Fund	-	-
	Total	-	-
Chief Financial Officer	Annual remuneration	R 891, 957.58	R952,521.39
	Car Allowance	R96, 000.	R96, 000
	Subsistence & Travelling	-	R1887.60
	Settlement	-	-
	Leave Pay-out	-	R102, 579. 29
	Group Life Insurance	-	-
	Contribution to UIF, Medical & Pension Fund	-	-
	Total	-	-
Director: Administration, Monitoring & Evaluation	Annual remuneration	R891,957.48	R952, 521.39
	Car Allowance	R96,000	R96, 000.
	Performance Bonus	-	-
	Back Pay	-	-
	Subsistence & Travelling	R8, 000.	R11,197.45

	Acting Allowance	-	-
	Group Life Insurance	-	-
	Contribution to UIF, Medical and Pension Fund	-	-
	Total		
Director: Social Services	Annual remuneration	R891, 957.	R952,521.31
	Car Allowance		
	Performance Bonus	R48, 000.	-
	Back Pay	-	-
	Subsistence & Travelling	-	R3,694.91
	Group Life Insurance	-	-
	Contribution to UIF, Medical and Pension Fund	-	-
	Total	-	-
Director: LED & TCI	Annual remuneration	R891, 957.48	R952,521.39
	Car Allowance	R96, 000	R96, 000
	Performance Bonus	-	-
	Back Pay	-	-
	Subsistence & Travelling	R8, 000	R12,215.50
	Settlement	-	-
	Group Life, Bargaining Council	-	-
	Contribution to UIF, Medical and Pension Fund	-	-
	Total	-	-
Director: Infrastructure, Planning & Development	Annual remuneration	R891,957.48	R952,521.39
	Car Allowance	R96, 000	R96, 000
	Back Pay	-	-
	Subsistence & Travelling	R8, 000	
	Settlement	-	-
	Group Life, Bargaining	-	-

	Council		
	Contribution to UIF, Medical & Pension Fund	-	-
	Total	-	-

1.5. IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT SYSTEM (PMS)

1.5.1. Compliance with legislative requirements

The performance management system is subject to Audit where compliance with legislative requirements shall be adjudicated independently and as such is this comment intended to only provide general comment on compliance.

The Institutional Performance Objectives as set out in the 2014/15 IDP is directly aligned with the Objectives as set out in the 2014/15 Service Delivery and Budget Implementation Plan, which in turn is aligned directly to the performance agreements of the Municipal Manager and Directors and as such there is compliance with regard to alignment.

The Institutional Objective as set out in both the IDP and SDBIP contains indicators to measure the outcomes of the objectives and as such there is compliance in this regard; Institutional Objectives does however not measure impacts for reason that impacts are measured over longer periods of time and should ideally only be contained in the 5-year strategic plan and not a strategic plan for a single year. Kouga does not comply in this regard.

In the preparation unsuccessful attempts were made to establish the resources allocated to each section (Staff and budget allocation) for the implementation of the IDP and SDBIP so as to establish and list input indicators. Kouga does not comply in this regard, but with the 2015/16 review of the IDP renewed attempts shall be made to establish such input indicators.

All targets set in the IDP and SDBIP are measurable and defined and as such there is compliance in this regard.

Monitoring performance in respect of the 2014/15 year improved from the previous year. For the 2014/15 year Kouga did not fully comply with reporting requirements relative to institutional performance.

PERFORMANCE AGREEMENTS AND PERFORMANCE EVALUATION		
Section 56 and 57 Employees	Legislative provisions	Section 57 of the Municipal Systems Act 32 of 2000 as amended provides that a Section 57/56 appointment may only be made subject to the conclusion of a contract of appointment and a performance agreement and failing the conclusion of the performance agreement within 60 days of appointment the appointment shall lapse unless good cause can be shown as to why

		the agreement was not concluded
	Post Designation	Dates of conclusion of performance agreement for the 2014/15 year
	Municipal Manager	31 July 2014
	Director Administration, Monitoring and Evaluation	31 July 2014
	Director Finance	31 July 2014
	Director Infrastructure, Planning and Development	31 July 2014
	Director LED, Tourism and Creative Industries	31 July 2014
	Director Social Services	31 July 2014

Due date compliance with Performance Evaluations was found to be problematic to the extent that the Performance Evaluations were conducted beyond the set deadlines as per the Performance Plans of the individual employees.

This has had as a result that the legally required performance reporting to Council, the Audit Committee and the Municipal Public Accounts Committee on the implementation of the Institutional Service Delivery and Budget Implementation Plan for 2014/15 could not be done as legally required with the exception of 4th quarter reporting and the submission of the Draft Annual Performance Report.

At the time of writing this report no performance bonuses were considered for payment in respect of the 2013/14 year for reason that the annual performance evaluation has not be finalised for submission to Council.

1.6. Annual performance as per key performance indicators in Organizational Development

	Indicator name	Total number of people (planned for) during the year under review	Achievement level during the year under review	Achievement percentage during the year	Comments on the gap
1.	Vacancy rate for all approved and budgeted posts;			4%	As is staff structure adopted December 2014
2.	Percentage of appointment in strategic positions (Municipal Manager and Section 57 Managers)	6	6 (1 resignation, CFO, December 2014)	100%	Appointment process commenced and appointment to be made during 2015/16 year.
3.	Percentage of Section 57 Managers including Municipal Managers	6	2/6	33.3%	As determined by Legislation and needs of Council

	who attended at least 1 skill development training course within the FY				
4.	Percentage of Managers in Technical Services with a professional qualification	1	0	0%	Not a requirement for all Technical Managers
5.	Level of PMS effectiveness in the DM – (DM to report)	Performance Management only rolled out to the Strategic Management Level. Strict compliance with reporting deadlines have a negative impact. on the effectiveness of PMS			
6.	Level of effectiveness of PMS in the LM – (LM to report)				
7.	Percentage of staff that have undergone a skills audit (including competency profiles) within the current 5 year term	1026	550	53.61%	Non-submission from Directorates
8.	Percentage of councillors who attended a skill development training within the current 5 year term	37.9%	11/29	37.9%	Training Interventions not supported by all Councillors
9.	Percentage of staff complement with disability	8%	66	1,82%	We did not have an approved staff establishment
10	Percentage of female employees	31.91%	31.91%	31.91%	Determined by the recruitment process
11.	Percentage of employees that are aged 35 or younger	31.16%	31.16%	31.16%	Determined by the recruitment process
12	Adoption and implementation of a District Wide/ Local Performance Management System	26	16	62%	PMS System not fully utilized by all participants

1.7. Major challenges and remedial actions in Organizational Development

Challenges	Remedial Actions/Progress Made
Organogram	The Organogram has been adopted by Council on 2 December 2014. The Organogram has since been reviewed by Council for the 2015/16 year.
Leave Management still poses a challenge	The Electronic Leave Management System has been implemented and rolled out to all Departments

Job Descriptions not completed	All Job Descriptions were completed and Job Evaluations were done to determine the new TASK Salary Grades
Job Grading not done	Task Job Grading has been completed and shall be implemented as from 1 July 2015.
High litigation costs	Progress has been made in the reduction of high labour related litigation costs that the Labour Relations Officer is currently being trained to deal with matters internally

CHAPTER 2: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.1. Governance Structure

2.1.1. Political Governance Structure

NO.	NAME	SURNAME	POLITICAL AFFILIATION	POSITION
<u>HEAD OF COUNCIL</u>				
1	Daphne	Kettledas	ANC	Executive Mayor
2	Magdalene	Dlomo	ANC	Speaker
<u>MAYORAL COMMITTEE</u>				
1	Virginia	Camealio-Benjamin	ANC	Portfolio Council : Tourism & Creative Industries
2	Patrick	Kota	ANC	Portfolio Council: Infrastructure Development & Planning
3	Thandeka	Maseti	ANC	Portfolio Council: Social Services
4	Vernon	Stuurman	ANC	Portfolio Council: Finance, Administrative, Monitoring & Evaluation
5	Phumzile	Oliphant	ANC	Portfolio Council: Local Economic Development
6	Booi	Koerat	ANC	Portfolio Council: Special Programmes
<u>PR COUNCILLORS</u>				
1	Virginia	Camealio - Benjamin	ANC	PR Cllr
2	Magdalene	Dlomo	ANC	PR Cllr
3	Daphne	Kettledas	ANC	PR Cllr
4	Booi	Koerat	ANC	PR Cllr
5	Thandeka	Maseti	ANC	PR Cllr
6	Vernon	Stuurman	ANC	PR Cllr
7	Daniel	Benson	DA	PR Cllr
8	Chimpie	Cawood	DA	PR Cllr
9	Nico	Botha	DA	PR Cllr
10	Jan	Joy	DA	PR Cllr
11	Juline	Prinsloo	DA	PR Cllr
12	Mthunzikazi	Speelman	DA	PR Cllr
13	Brenton	Williams	DA	PR Cllr
14	Frances	Baxter	DA	PR Cllr

	NAME	SURNAME	POLITICAL AFFILIATION	POSITION
<u>WARD COUNCILLORS</u>				
1	Zolani	Mayoni	ANC	Cllr Ward 1
2	Earl	Hill	ANC	Cllr Ward 2
3	Henda	Thiart	DA	Cllr Ward 3
4	Freddy	Campher	DA	Cllr Ward 4
5	Desmond	Peterson	DA	Cllr Ward 5
6	Phumzile	Oliphant	ANC	Cllr Ward 6
7	Bulelwa	Koliti	ANC	Cllr Ward 7
8	David	Aldendorff	DA	Cllr Ward 8
9	Xolisile	Persent	ANC	Cllr Ward 9
10	Patrick	Kota	ANC	Cllr Ward 10
11	Mercia	Ungerer	DA	Cllr Ward 11
12	Ben	Rheeder	DA	Cllr Ward 12
13	Vuyelwa	Matodlana	ANC	Cllr Ward 13
14	Timothy	Meleni	ANC	Cllr Ward 14
15	Eric	Mahlathini	ANC	Cllr Ward 15

2.1.2. Organisational Structure

(See Organogram attached as an Annexure).

2.2. Inter-Governmental relations

The Kouga Intergovernmental Relations Forum (IGR) consists of representatives from the Kouga Municipality, Sarah Baartman District Municipality, sector departments, parastatals and government agencies.

The purpose of the forum is to:

- Consider and coordinate service-delivery continuity measures.
- Provide a forum for sharing best experienced practices and learning.
- Facilitate communication on, and formulating joint responses to provincial and district policy and legislative processes.
- Consider any other matters referred to by either the municipality or sector departments.
- Promote inter-sectoral dialogue and mediation in case of disputes between the municipality and other structures.
- Ensure that there are coordinated programmes of implementation and the necessary structures with regard to such issues as, but not limited to, rural development, urban renewal, safety and security, local economic development, infrastructure development, HIV/Aids and special programmes
- Promote and enhance the principles of integrated governance at local level by strengthening cooperation between municipalities, sector departments and any other relevant stakeholders.

During the year under review Kouga IGR members also participated in the municipality's imbizo programme, strategic planning sessions and IDP Representative Forums.

2.3. Public Accountability and Participation

2.3.1 Public Meetings

Kouga engaged regularly with communities at commemorative events, public hearings, workshops, project launches and meetings during 2013/2014. The table below illustrates the public meetings held as well as the month and areas where the events took place:

MONTH	EVENT	PLACE
July 2013	Nelson Mandela Day	Humansdorp, Jeffreys Bay
	Moral Regeneration Movement Summit	Humansdorp
	HIV Counselling & Testing Campaign	Patensie
	J-Bay Winter Fest Opening	Jeffreys Bay
	Valuations public meetings	All wards
August 2013	Women's Caucus Outreach	Jeffreys Bay
	Women's Market	Jeffreys Bay
	Women in Tourism & Business Networking Session	Jeffreys Bay
September 2013	National Book Week	Humansdorp
	Kouga Heritage Celebrations	Jeffreys Bay
October 2013	Careers Expo	Humansdorp
November 2013	"The Khoisan Struggle" show	Humansdorp
	16 Days of Activism against the abuse of Women and Children	Humansdorp
December 2013	Nelson Mandela Memorial Service	Humansdorp
	Ward 14 community meeting	Jeffreys Bay
	Opening of Season	Jeffreys Bay
February 2014	Geyser Load Management Project Public Meetings	Jeffreys Bay, St Francis Bay, Humansdorp
	Post-SOMA Youth Dialogue	Hankey
	Opening of Council	Humansdorp
March 2014	Mayor's Cup Rugby finals	Humansdorp
April 2014	LED Outreach	All wards
	Rapid Response Health Launch	Jeffreys Bay
	Draft IDP and Budget Public Hearings	All wards
	Mayor's Cup prize-giving	Humansdorp
May 2014	Equitable Share Drive	All wards

	Ward 14 community meeting	Jeffreys Bay
	Events Planning Workshop	Jeffreys Bay
	Sod-turning Sarah Baartman Centre of Remembrance	Hankey
June 2014	Rates Policy Review	Jeffreys Bay, St Francis Bay, Humansdorp, Hankey
	Youth Day	Oyster Bay

2.3.2. IDP Participation and Alignment

As part of the IDP Audit an IDP Credibility Assessment is conducted annually by the Office of the Premier. The Credibility Assessment of the 2014/15 IDP yielded a high capacity result. There was however areas in the IDP and more specifically in the internal Departmental Situational Analysis which requires attention and these matters shall be captured in the Departmental SDBIP's. The written comments of the MEC have assisted the municipality a great deal to ensure strategic alignment with the objectives and planning processes of the provincial and national government.

Preparation for the 2015/16 IDP review started in July 2014. The Process Plan was adopted on 3 October 2014 which was contrary to legislation which prescribed the Plan must be adopted on or before 31 August of each year of the review.

Public Participation in the IDP specifically with regard to establishing community needs has shown significant improvement than the previous year. Community Based Planning and needs assessment was done from November to December 2014 in all wards. The 2nd round of Community Participation meeting was held from April to May 2015.

A strategic planning session was held from 10-13 February 2015 to review the strategic objectives and to align it with Provincial and National Key Performance Areas. The recently adopted Back to Basic Approach was also incorporated into the IDP.

The Alignment of the Kouga IDP with the district and sector departments was more intensified during the 2014/15 financial year. 1 IGR Meeting, to specifically attend to the alignment of sector department projects, and 2 IDP Representative Forum Meetings were held.

The IDP Department is in dire need of staff. The staff shortage becomes problematic especially during the Public Participation phases of the IDP.

2.4. Corporate Governance

2.4.1. Risk Management

Risk management is as much about identifying opportunities as avoiding or mitigating losses. It is a logical and systematic process of establishing the context, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process, in a way that enables an organisation to minimise losses and maximise opportunities.

The drive for local government transformation with limited resources has tended to force municipalities into taking a less conservative approach to service delivery with a proportional increase in their risk exposure. Ongoing local government reforms have provided a broad administrative framework for further improvements to occur. These include more stringent corporate governance requirements, greater flexibility and a focus on results and accountability.

Risk management trends and components already overlap with those of internal auditing, performance management, programme and project management, financial management, change management, customer care, communication, etc. and require incremental inclusion in current and future plans of the entire organisation.

The management of risk by implication is a managerial function, even so individual sections, departments and directorates differ in their exposure and reaction to risks and thus departments, sections and individuals form a vital part of the overall risk management process within the Municipality.

In our continuously changing governance environment it is imperative that Council remains updated on key changes and challenges and how these effect the operation of business in today's environment. This will not be achieved without an effective, efficient, soundly funded and managed risk strategy that seeks to maximise its impact on the organisation with minimum resources at its disposal.

National Treasury Public Sector Risk Management Framework affirms that no organisation has a luxury of functioning in a risk-free environment and public institutions are especially vulnerable to risk associated with fulfilling their mandates.

The table below indicate the top five risks within the Municipality:

Top Five Municipal Risks			
Risk no.	Risk category	Risk description	Risk background
1	Infrastructure and basic services	Ageing plant and equipment	Plant, transport and equipment are ageing No policy on replacement of vehicles Inadequate maintenance plan (lack of spare parts, replacement policy)
2	Good governance and public participation	Non-compliance with Occupational Health and Safety Act	Lack of accountability and responsibility by doctors and staff.

			No schedules for inoculations and check- ups Insufficient First Aid training and First Aiders
3	Financial viability and management	Inefficient revenue collection	No Recovery Plan in place Back- log maintenance exacerbates the problem
4	Good Governance and public participation	Poor Records Management	Non-compliance to Archive Policy Non disposal of old records
5	Infrastructure and basic services	Lack of bulk infrastructure	Incorrect allocation of funding to maintenance Poor refurbishment and replacement of current assets (water, pump stations sewage, storm water, electricity, Internal networks - water pipes) Lack of funding Lack of planning Lack of master plan in place No provision for capital reserve

2.4.2. Anti-corruption and Fraud

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimise the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), section 112(1) (m)(i) identifies supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the Accounting Officer must take steps to ensure mechanisms and separation of duties in supply chain management system to minimise the likelihood of corruption and fraud.

The Anti-corruption strategy and fraud prevention strategy are both approved on the 29 May 2015.

2.4.3. Supply Chain Management

No major Supply Chain Management issues have been raised in the Audit Report by the Auditor General which indicates that the Municipality had no major SCM implementation and execution issues.

2.4.4. Municipal By-Laws and policies - 2014

BYLAWS ADOPTED: SINCE AUGUST 2012 – JUNE 2015

Review Process to be undertaken by Cacadu District Municipality.

1. Customer Care and Revenue Management Bylaw
2. Aerodrome Bylaw
3. Fences and Fencing Bylaw
4. Cemeteries and Crematoria Bylaw
5. Impoundment of Animals Bylaw
6. Roads and Traffic Bylaw

7. Sporting Facilities Bylaw
8. Storm water Management Bylaw
9. Public Amenities Bylaw
10. Water Supply and Sanitation Services Bylaw
11. Community Fire Safety Bylaw
12. Outdoor Advertising and Signage Bylaw
13. Electricity Supply Bylaw
14. Solid Waste Disposal Bylaw
15. Prevention of Public Nuisance and Keeping of Animals Bylaw
16. Street Trading Bylaw
17. Spatial Planning and Land Use Management Bylaw

BYLAWS ADOPTED - 2013

- | | | | |
|----|------------------------------------|---|--------------|
| 1. | Bylaw on Standing Rules and Orders | - | 3 May 2013 |
| 2. | Liquor Trading Hours Bylaw | - | 12 July 2013 |
| 3. | Environmental Health Bylaw | - | 12 July 2013 |

POLICY LIST

FINANCE

NO.	POLICY NAME	STATUS OF POLICY	NEW NO.
1.	Supply Chain Management Policy	Approved: 30 May 2014	F01
2.	Rates Policy	Approved: 30 May 2014	F02
3.	Procurement Policy	To be reviewed	F03
4.	Credit Control & Debt Collection Policy	Approved: 30 May 2014	F04
6.	Financial Code and By-laws	To be reviewed	F06
7.	Accounting Policy	To be reviewed	F07
8.	Indigence Policy	Approved: 30 May 2014	F08
9.	Tariff Policy	To be reviewed	F09
10.	Cash Management and Investment Policy	To be reviewed	F10
11.	Policy on Cheque Signing Authority	To be reviewed	F11
12.	Risk Management Policy	To be reviewed	F12
13.	Cost Control Functions for Votes	To be reviewed	F13
14.	Information Technology Policy	Approved: 20 September 2012	F14
15.	Fleet and Asset	Draft	F15

	Management Policy		
16.	Virement Policy	Approved: 30 May 2014	F16
17.	Audit Committee Policy	Adopted: 29 May 2015	
18.	Unallocated Revenue and Building Deposit Policy	Adopted: 28 August 2014	

POLICY LIST - HUMAN RESOURCES

NO.	POLICY NAME	STATUS OF POLICY	NEW NO.
1.	Recruitment and Selection Policy	Adopted – 28 March 2012	HR01
2.	Code of Conduct for Staff Members	Adopted – 28 March 2012	HR02
3.	Bursary Policy (Internal and External)	To be reviewed	HR03
4.	Overtime Policy	Adopted – 28 March '12	HR04
5.	Performance Management Policy for Section 56 & 57 Employees	Adopted: 29 May 2015	HR05
6.	Induction Policy	To be reviewed	HR06
7.	Leave Policy	To be reviewed	HR07
8.	Succession and Career Pathing Policy	Adopted – 28 March 2012	HR08
9.	Staff Remuneration Policy	To be reviewed	HR09
10.	Subsistence and Travelling Policy	Adopted: 17 December 2013	HR10
11.	Retrenchment Policy	Adopted: 29 May 2015	HR11
12.	Usage of Official Vehicle Policy	Adopted: 29 May 2015	HR12
13.	Attendance and Punctuality Policy	To be reviewed	HR13
14.	Substance Abuse Policy	To be reviewed	HR14
15.	Rewards, Gifts and Favour Policy	To be reviewed	HR15
16.	Sexual Harassment Policy	Adopted: 29 May 2015	HR16
17.	Smoking Policy	To be reviewed	HR17
18.	Chronic Illness Policy	To be reviewed	HR18
19.	Human Resources: Standard Operational Procedure Policy	Adopted: 29 May 2015	HR19
20.	Grievance Policy	Adopted: 29 May 2015	HR20
21.	Entertainment Allowance Policy	To be reviewed	HR21
22.	Gratuity Payment Policy	To be reviewed	HR22
23.	Transport Policy and Operational Manual	To be reviewed	HR23
24.	Employment of Contractual and Temporary Employees and the Renewal of	Draft	HR24

	Employment Contracts Policy		
25.	Procedures to be followed in instances where Employees are unable to attend work as a result of Imprisonment	Adopted: 29 May 2015	HR25
26.	Imposition of Sanctions at Disciplinary Hearings Policy	Adopted: 29 May 2015	HR26
27.	Employment Policy for HIV/Aids Candidates	Draft	HR27
28.	Occupation Health and Safety Policy	To be reviewed	HR28
29.	Rental Policy	To be drafted	HR29
30.	Employee Assistance Policy	Draft	HR30
31.	Policy on the forfeiture of payments, salary and benefits	Adopted: 29 May 2015	HR31
32.	Training and Skills Development Policy	Draft	HR32
33.	Essential User Car Scheme Policy	Adopted: 29 May 2015	HR33
34.	Funeral & Memorial Services Policy	Adopted: 29 May 2015	HR34
35.	Strike Policy	Pending	HR35
36.	Disciplinary Procedure and Code Collective Agreement	Draft	HR36
37.	Demotion, Promotion and Transfer Policy	Adopted: 29 May 2015	HR37
38.	Payment of Acting Allowance Policy	Adopted: 29 May 2015	HR38
39.	Long Service Award Policy	Draft	HR39
40.	Annual Review and Amendment to the Fixed and Temporary Staff Establishment of Kouga Municipality	Adopted: 29 May 2015	HR40
41.	Participation of non-Section 56 & 57 Employees in the Performance Management System	Adopted: 29 May 2015	HR41
42.	Annual Review and Amendment to the Fixed and Temporary Staff Establishment	Adopted: 29 May 2015	HR42

43.	Service Delivery Standard Policy	Adopted: 29 May 2015	HR43
44.	Payment of Acting Allowances	Adopted: 29 May 2015	HR44
45.	Maintenance of Certificates of Fitness and Competences and other related post requirements	Adopted: 29 May 2015	HR45
46.	Acceptance and performance of Private Work Policy	Adopted: 29 May 2015	HR46
47.		Adopted:	
48	Policy on the Imposition of Sanctions at Disciplinary Hearings	Adopted: 29 May 2015	HR48
49.	Policy on the acceptance and performance of private work	Adopted: 29 May 2015	HR49
510	Usage of Official Council Vehicle Policy	Adopted: 29 May 2015	

POLICY LIST
SOCIAL SERVICES

NO.	POLICY NAME	STATUS OF POLICY	NEW NO.
1.	Disaster Management Plan	Adopted: 29 May 2015	SD01
2.	Coastal Management Plan	Adopted: 29 May 2015	
3.	Hunting on Commonages	Draft	SD2
4.	Spaza / House Shops	Draft	
5.	Pauper and Social Burial Policy	Adopted: 29 May 2015	
6	Youth Policy	Adopted: 29 May 2015	

POLICY LIST
INFRASTRUCTURE, TOWN PLANNING & DEVELOPMENT

NO.	POLICY NAME	STATUS OF POLICY	NEW NO.
1.	Augmentation Policy	Approved: 28 March 2012	
2.	EPWP Policy	Approved: 3 May 2013	
3.	Service Delivery Standard Policy	Adopted: 29 May 2015	

POLICY LIST
HUMAN SETTLEMENTS

NO.	POLICY NAME	STATUS OF POLICY	NEW NO.
1			

POLICY LIST
LED

NO.	POLICY NAME	STATUS OF POLICY	NEW NO.
1.			

POLICY LIST
TOURISM

NO.	POLICY NAME	STATUS OF POLICY	NEW NO.
1.	Events & Entertainment Policy	Adopted: 29 May 2015	T01

POLICY LIST ADMINISTRATION

NO.	POLICY NAME	STATUS OF POLICY	NEW NO.
1.	Delegations Register	Adopted – 3 May 2013	A01
2.	Standing Rules of Order	Adopted – 3 May 2013	A02
3.	Cellular Phone Policy for Employees	Adopted- 30 August 2013	A03
4.	Media and Communication Policy	Adopted – 3 May 2013	A04
5.	Telephone Usage Policy	Adopted – 12 July 2013	A05
6.	Policy and Procedures for the Disposal of Immovable Capital Assets	To be reviewed	A06
7.	Public Participation Policy	Adopted: 29 May 2015	A07
8.	Administration of Immoveable Property Policy	Approved – 3 May 2013	A08
9.	Anti-Corruption and Fraud Prevention Policy	Adopted: 29 May 2015	A09
10.	Policy on Legal Representation	To be reviewed	A10

11.	Policy on the Closure of Meetings and the Marking of Confidential Items	To be reviewed	A11
12.	File Plan	Approved – 3 May 2013	A12
13.	Promotion to Access to Information Policy	To be reviewed	A13
14.	Records Management Policy	Adopted: 29 May 2015	A14
15.	IT Policy	Adopted – 20 September 2012	A15
16.	Registry Manual	Draft	A16
17.	Policy on Municipal Honours	Draft	A17
18.	Policy on Ward Committees	Adopted: 29 May 2015	A18
19.	Policy of attendance of Workshops, Meetings and Conferences	To be reviewed	A19
20.	Catering Policy	To be reviewed	A20
21.	Communication Strategy	Draft	A21
22.	Language Policy	Draft	A22
23.	Roles and Responsibilities & Delegation of Power	Approved – 3 May 2013	A23
24.	Standard Operational Procedure in the Execution of Council Resolutions	Adopted – 29 May 2015	A24
25.	Draft Public Participation Policy	Adopted: 29 May 2015	A25
26.	Ward Committee Policy	Adopted: 29 May 2015	A26

2.4.5. Websites

The Kouga Local Municipality's website can be found at www.kouga.gov.za

Municipal Website: Content and Currency of Material		
Documents published on Municipality's Website	Yes/No	Publishing Date
Current annual and adjustments budget and all budget related documents (2014/2015)	Yes	

All current budget related policies	Yes	Various dates, latest updated 02/06/2014 for 2014/2015 financial year
The previous annual report (2013/2014)	Yes	Uploaded 19/05/2014
The annual report of 2014/2015 to be published	Not yet	Will be uploaded after 31/01/2016
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act and resulting scorecards for 2014/2015	Not yet	Will be uploaded after 27/08/2015
All service delivery agreements	No	
All long-terms borrowing contracts	No	
All supply chain management contracts above a prescribed value	No, but all SCM results of tenders are published	
An information statement containing list of assets over a prescribed value that have been disposed of in terms of Section 14(2) or (4) during the year 2014/2015	N/A - No assets disposed during year	
Contracts agreed to for a financial period longer than three years above as prescribed value	No	
Public-private partnerships agreements referred to in section 120	N/A - No PPP agreements in place	
All quarterly reports tabled in the Council in terms of section 52(d) during the year	Not yet	Will be uploaded after 31/08/2015
<i>Note: MFMA s75 sets out the information that a Municipality must include in its website as detailed above.</i>		

2.4.6. Public Satisfaction on Municipal Services

The fourth annual Customer Satisfaction Survey of the municipality was conducted in January and February 2015.

The survey is one of the platforms available to residents to measure municipal performance and gives a sense of the levels of satisfaction of residents in as far as service delivery by the municipality is concerned.

The survey was conducted in all three of Kouga's main spoken languages, i.e., Afrikaans, IsiXhosa and English.

The study was conducted using survey forms distributed to the public for completion. The forms were divided into three categories with sub-sections and a scoring method provided on each form.

Examples:

CATEGORY	SUB SECTION
SERVICE EXPERIENCE	Customer Care (Telephone skills, reception area, accessibility of offices, staff capacity to deal with challenges, cleanliness of our work environment/offices etc.)
SERVICE DELIVERY	<ul style="list-style-type: none"> • Water • Electricity • Sanitation • Roads and Storm water • Refuse Removal • Parks and Open Spaces • Halls and Sports Fields • Fire and Emergency Services • By-law enforcement and traffic • Rates and Accounts
GOOD GOVERNANCE	<ul style="list-style-type: none"> • Ward Committees • Access to Information • Council Meetings • Administration • IDP and Performance Management

The scoring method to express satisfaction was as follows:

1 = Extremely Poor;

2 = Poor;

3 = Satisfactory;

4 = Good;

5 = Excellent

The forms were available at all units. Residents could also download electronic versions of the form from our website. The survey was further emailed to residents' associations for distribution to their members. Previous years' participants were also emailed forms to try and ensure that no numbers were lost. The campaign was publicised in community newspapers, Kouga's new Facebook page which has over 2000 likes and Kouga's ever-growing Facebook personal profile which has gone beyond 4000 friends. Only Jeffreys Bay, St Francis Bay and Cape St Francis participated meaningfully in this year's survey, with 78 completed forms received from residents of these areas.

Only seven forms were received from Humansdorp and Hankey in total. Due to the low rate of participation in these towns, these results have not been included in the final report. No forms were submitted by residents from Patensie, Loerie, Thornhill, Cape St Francis and Oyster Bay despite the forms being readily available at both admin and councillor's offices. The total number of forms returned in 2013/2014 was 143 forms while 294 were collected in 2013. Below are the scores according to the main categories and the towns that participated. Numbers are rounded off to the nearest 0.5 value:

St Francis Bay and Cape St Francis

Year	2015	2014	2013	2012
Service Experience	2,8	3	3	3
Service	2,6	2.5	2.5	3

Delivery				
Good Governance	2,1	2	2	2.5
Total	3 (2,5100690)	2 (2.417007)	2 (2,419858)	3 (2.758064)

Hankey

Year	2015	2014	2013	2012
Service Experience	n/a	n/a	3	n/a
Service Delivery	n/a	n/a	2.5	n/a
Good Governance	n/a	n/a	2.5	n/a
Total	n/a	n/a	3 (2,734412)	n/a

- Only three (3) forms were received from Hankey for this survey this year

Jeffreys Bay

Year	2015	2014	2013	2012
Service Experience	3	2.5	2.5	3
Service Delivery	2,7	2.5	2.5	3
Good Governance	2	2	2	3
Total	3 (2,754914)	2.5	2.5	3

Humansdorp

Year	2015	2014	2013	2012
Service Experience	n/a	2	3	3
Service Delivery	n/a	2.5	2.5	2.5
Good Governance	n/a	2	2	2
Total	n/a	2	2.5	2.5

Humansdorp only had four (4) forms received for this year, therefore not counted.

Oyster Bay

Year	2015	2014	2013	2012
Service Experience	n/a	2.5	n/a	n/a
Service Delivery	n/a	2.5	n/a	n/a
Good Governance	n/a	1.5	n/a	n/a
Total	n/a	2	n/a	n/a

- No forms were received from Oyster Bay

Total Average

2015	2014	2013	2012
3(2,632492)	2.5 (2.27987)	2.5 (2,52633)	2.5 (2.648624)

2. 4. 7. All municipal Oversight Committees

Kouga Municipality is compliant to legislative requirements when it comes to oversight committees as the following committees have been in existence and functional:

- 6 Portfolio Committees
- Mayoral Committee
- Municipal Public Accounts Committee

➤ Audit Committee

2.4.7.1. Portfolio Committee

In terms of the Local Government: Municipal Structures Act, 1998, municipalities are required to establish section 79 committees which are expected to play an oversight role and as such Kouga Municipality have established 6 Portfolio Committee in line with the priorities identified by the Provincial Department of Local Government and Traditional Affairs and these are inter alia:

- Finance, Administration, Monitoring & Evaluation Portfolio Committee (FAME)
- Infrastructure, Planning & Development Portfolio Committee (IPD)
- Tourism and Creative Industries Portfolio Committee (TCI)
- Local Economic Development Portfolio Committee (LED)
- Social Services Portfolio Committee (SS), and
- Special Programme Portfolio Committee

These committees play a pivotal role in ensuring that service delivery issues are addressed and assess the performance of their respective committees through monthly reports submitted by Directors. They also interrogate report in getting clarities from responsible directors as they are expected to make recommendation to Mayoral Committee. Directors are accountable to these committees by submitting items for discussions and monthly reports.

2.4.7.2. Mayoral Committee

In this structure, that is where the Municipal Manager accounts on items which are submitted by Directors. The Directors and the Municipal Manager discuss items and reports in the Top Management chaired by the Municipal Manager where Directors are expected to present their items and reports and respond to questions and clarities. The Mayoral is chaired by the Mayor, portfolio councillors are expected to present their portfolio committee's report and items where there are matters of concern; the Municipal Manager is expected to respond.

The Mayor is responsible for the budget, integrated development plan (IDP), Service Delivery Budget implementation Plan (SDBIP) and annual report hence it is important that the portfolio report are discussed properly in the Mayoral Committee. The abovementioned documents are also presented by the Mayor to the Municipal Council for approval. All decisions are made by the Municipal Council.

In 2014/15 financial year, the Mayoral Committee had three (3) meetings and these were held on the following dates – 26 September 2014, 30 October 2014 and 30 April 2015 and Special Mayoral Committee was held on the 17 July 2014 and 1 December 2014.

2. 4.7.3. Municipal Public Accounts Committee (MPAC)

The MPAC is responsible to play an oversight role on the annual report so that the chairperson and the committee members develop an oversight report which is tabled with the annual report to the Municipal Council by the Mayor. This structure is expected to interrogate the annual report and look at the performance of each directorate whereby they had to advise the Council if not happy with the results. Their role is to check whether the directorates are compliant to matters of service delivery.

Once the annual report is developed and the audit outcomes are available from the Auditor – General, the MPAC according to Municipal Finance Management Act (MFMA) is expected to call public meetings to give opportunity to the communities of Kouga to interact with the annual report. The report must be tabled to communities in giving account and the MPAC is expected to respond to issues raised by communities pertaining to the annual report.

In 2014/15 financial year, meetings were held with communities in responding to matters of concerned raised in the 2013/14 annual report. The meeting which were held in 2014/15 financial year were as follows:

- I. 27 October 2014
- II. 26 November 2014
- III. 20 February 2015
- IV. 25 February 2015
- V. 5 March 2015
- VI. 13 March 2015
- VII. 17 March 2015 (2 meetings)
- VIII. 19 March 2015 (2 meetings)
- IX. 23 March 2015
- X. 24 March 2015

This is showing great improvement in the committee dealing with matters of service delivery. It is clear that there are areas that need to be looked at such as response time to issues raised by community members but progress is actually taking place and issues raised are indeed corrected although not all of them as some take time.

2.4.7.4. Audit Committee

The Audit Committee is appointed after every three (3) years to advise the Council on issues of performance and where there are gaps to assist the municipality on how to improve. This committee is also expected to table to Council quarterly report indicating as to how the municipality has performed in preparation for the Annual Report that is tabled to Council in August as a first draft report. Where there are issues of concerns, the chairperson of the Audit Committee, must raise these to Council; so that where Council deem fit can act against those matters raised. Since 2013/14, the Audit Committee has not tabled any quarterly report to Council except the oversight report which this is of great concern.

During 2014/15 financial year the committee had four (4) meetings as required by the Municipal Finance Management Act. The first meeting was held on the 13 February 2014, where the Chairperson outlined the schedule dates for the next meeting and they were:

- 15 May 2014
- 10 July 2014, and
- 9 October 2014.

The Kouga Audit Committee was re-appointed on 29 May 2015. The Kouga Audit Committee had meetings on 25 August 2014, 24 March 2015 and 18 June 2015.

In 2015, the chairperson of the Audit Committee, assisted in the performance evaluation of the Directors, although the process has not yet completed. In analysing the 2013/14 Annual Report, the chairperson raised concerns on the appointment of the Supply Chain Manager as well as the Risk Manager.

2.5 Annual Performance as per key performance indicator in Good Governance

No	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
1	% of ward committees established	15	15	100%
2	% of ward committees that are functional	100%	85%	85%
3	Existence of an effective system to monitor CDWs	Through having bi-monthly meetings with the Office of the Speaker		
4	Existence of an IGR strategy	Not available		
5	Effectiveness of IGR structural meetings	Not as effective as it was during 2013/14 financial year		
6	Existence of an effective communication strategy	Still in draft form		
7	Number of mayoral imbizo conducted	4	2	2
8	Existence of a fraud prevention mechanism	Available		

2.6. Major challenges and remedial actions

CHALLENGES	REMEDIAL ACTION
Audit Committee not submitting quarterly reports to Council	Audit Committee to submit quarterly report to Council as required by the MFMA
IGR structure not fully functional	To ensure functionality of IGR structure
Ward Committees not holding constituency meetings	Public Participation Officer to monitor the holding of constituency meetings
Lack of IGR Strategy	To develop IGR Strategy by January 2016
No approved communication strategy	To review the communication strategy by March 2016
Office accommodation for Councillors	Identify office space for Councillors
Lack of website management	IT to look at the improvement of website

CHAPTER 3 BASIC SERVICE DELIVERY

3.1 Water Services

The Constitution of South Africa assigns the responsibility of ensuring access to water services to Local Government. Furthermore the Water Services Act entrusts the local municipality with provision of affordable, efficient, effective on-going water services which are sustainable.

The Directorate Infrastructure, Planning and Development envisages an area that is supported by an efficient and well-maintained service infrastructure network, which allows all citizens and stakeholders access to a growing base of innovative, safe, reliable and affordable services. Service delivery requires the provision of new services as well as the maintenance of existing services.

The Present Consumer Quantities are:

Table 1:

TOWN	RESIDENTIAL ERVEN	INSTITUTIONAL/COMMERCIAL/INDUSTRIAL	TOTAL
HUMANSDORP	6174	373	6547
JEFFREYS BAY	11204	1419	12623
ST. FRANCIS BAY	3456	48	3504
CAPE ST FRANCIS	810	3	813
OYSTER BAY	555	13	568
HANKEY	2674	84	2758
PATENSIE	784	67	851
LOERIE	471	13	484
THORNHILL	491	13	504
TOTAL			28652

Note: Source information: ACIP Water Conservation and Demand Management survey 2014/2015. Total erven is all registered cadastral erven, including audited vacant stands.

3.1.1 Water Service Delivery and Main Role Players

Kouga Municipality has attained the national target for water supply in 2008 already, thereby providing an individual water connection to each registered site and also provided standpipes in all the informal areas up to RDP standards.

Funding was made available by the Department of Human Settlements during the 2014/2015 financial year for various bulk water related infrastructure projects with the main aim to un-block housing projects. Total funding allocated by Department of Human Settlements during 2014/2015 for bulk water projects amounts to R 55,082,604-00. These projects included the following:

- Construction of a 7ML Reservoir and bulk water supply line to service Ocean View in Jeffreys Bay.
- Construction of 2ML Reservoir and Bulk gravity feed in Hankey.
- Construction of 1 ML reservoir and upgrade of bulk water supply in Patensie.

The Department of Water and Sanitation allocated R 6,0m during the 2014/2015 year to Kouga Municipality through the ACIP (Accelerated Community Infrastructure Program). These funds were used to (i) develop and implement water conservation and demand management strategies (WCDM) R 2,0m and (ii) to augment and treatment of borehole water in Wavecrest Jeffreys Bay R 4,0m.

Application has been made to the NMBM for an additional connection to alleviate the Wavecrest supply problem. It is important that investigations continue to identify additional water sources in so doing make Kouga less dependent on the NMMM for Bulk Water supply.

3.1.2 Level and Standard in Water Services

All the consumers within the Kouga Municipality receive water services at or above RDP standards. Based on the Service Level Policy of Kouga to provide higher level of service, a first order of assessment indicates that Kouga requires R70,5 million to service and provide house connections to all residents in informal settlements once formalized (excluding Bulk). Our Regional Bulk Infrastructure Program for water services requirement is estimated to be R 560 million.

Kouga Municipality conform to the norms and standards of the Blue drop requirements with regards to water quality. Borehole water quality in Wavecrest Jeffreys Bay is also not within standards with regards to the presence of Iron and Manganese, and it remains a challenge that needs to be addressed.

This has partially been address with funding from Department of Water and Sanitation through the ACIP (Accelerated Community Infrastructure Program), whereby exploration boreholes were drilled, existing boreholes refurbished and a pilot biological treatment plant was constructed at the Jeffreys Bay waterworks with the purpose to remove iron and manganese.

3.1.3 Annual Performance as per Key Performance Indicators

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the FY under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households with access to potable water	100%	0	100%	100%	100%
2	Percentage of indigent households with access to free basic potable water	100%	0	100%	100%	100%

3	Percentage of clinics with access to potable water	100%	0	100%	100%	100%
4	Percentage of schools with access to potable water	100%	0	100%	100%	100%
5	Percentage of households in formal settlements using buckets	100%	0	100%	100%	100%

3.1.4 Major Challenges in Water Services and Remedial Actions

Developing of a long term water provision master plan with reference to the upgrading and rehabilitation of Bulk Infrastructure. A consultant need to be appointed to prepare the Master Plan.

To establish contract and service level agreement with all appropriate service delivery role-players, i.e. Bulk Water Suppliers. Negotiations with Gamtoos Irrigation Board and the NMMM are underway with reference to the supply of bulk water.

Trained and qualified artisans and plumbers.

Water losses due to ageing infrastructure (pipe breaks and leaks)

The Removal of dissolve Iron and Manganese in groundwater especially in Upper Wavecrest.

3.2 Electricity Services

3.2.1 Electricity Services Delivery Strategy and Main Role-Players

The Kouga Municipality is the registered Supply Authority for the towns of Humansdorp, Jeffrey's Bay, St Francis Bay, Cape St Francis and Oyster Bay, where at each town a bulk supply is taken from the Eskom grid.

The Municipality's role is to construct, operate, and maintain the distribution network for electricity service delivery to residential, commercial and industrial consumers in each township, which includes street lighting and supplying pump stations, etc. Hankey, Patensie, Loerie and Thornhill also fall within the municipal boundaries, but consumers in the first three (3) towns are serviced with electricity by Eskom, and Thornhill by the Nelson Mandela Municipality.

THE PRESENT CONSUMER QUANTITIES ARE:

Town	Consumers	Institutional/Commercial/ Industrial	Total
Humansdorp	6313	373	6686
Jeffreys Bay	9890	625	10515
St Francis Bay	2020	93	2113
Cape St Francis	507	7	514
Oyster Bay	406	10	416
Total	19136	1108	20244

Note: Total exclude vacant erven.

The key factors in the service delivery strategies are to maintain a high standard of service and to ensure that electricity is available to all commercial properties, households (both formal and informal) and new development within acceptable norms. In order to reduce the financial burden on consumers, particularly in terms of the capital requirements for new distribution networks, applications are made to all relevant institutions for financial assistance in a well-planned manner.

3.2.2 Level and Standards in Electricity Services

The aim is for the levels and standards for the provision of the electricity services to be in compliance with the requirement of the National Electricity Regulator (NER) and the quality of service and supply standards of NRS 047 & 048. Annual reports in this regard have to be submitted to the NER based on information obtain from data loggers installed at various locations in the network.

Electricity is made available to all potential consumers in the areas for which the Municipality has a supply license. The target set by the Housing Department for the electrification of low cost housing/indigent households has been met.

The target is revised annually in accordance with the demand and the necessary steps are taken to timeously complete the work.

This includes applications to the Department of Energy (DoE) to obtain the necessary funding for both electricity and infrastructure upgrade. So far the Municipality has a 100% success record in meeting the requirement of DoE and the targets set. MIG funding is used for the provision of area / street lighting in low cost housing areas.

During 2014/2015 the Department of Energy allocated Kouga Municipality funding amounting to R 5 740 000.00 for the electrification of houses. A total of 549 erven were electrified during 2014/2015 in the following areas.

- Pola Park Humansdorp = 350 erven
- ShukukumaHumansdorp = 91 erven
- Umzamowethu Oyster Bay = 34 erven
- Tokyo SexwaleJeffreys Bay = 74 erven

3.2.3 Annual Performance as per Key Performance Indicator in Electricity Services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households with access to electricity services	100%	550 #	550 #	550 #	100%
2	Percentage of indigent households with access to basic electricity services	100%	Nil	100%	100%	100%
3	Percentage of indigent households with access to free alternative energy sources	100%	Nil	100%	100%	100%

Note: # Source new even pegged and registered

3.2.4 Major Challenges in Electricity Services and Remedial Actions

Upgrade of infrastructure (primary network) to meet demand and finding the necessary funds through grants etc.)

Improve quality of supply and general service delivery.

Prevention of tampering and illegal connections.

Training of staff.

Retaining qualified personnel.

Remedial Action

Master planning and stringent programs to implement measures.

Review of augmentation levy (contribution by new developments and existing consumers requiring upgrading of their supplies to augment the primary network) and consumption tariffs to meet capital program to upgrade infrastructure.

Appoint additional staff to monitor quality supply and level of services, and enforce methods to rectify any deficiencies.

Staff to attend more training courses to improve in-house training, particularly on safety aspects.

Provide incentives to maintain qualified personnel.

Provide service provider to prevent tampering.

3.3 Sanitation

3.3.1 Sanitation Service Delivery Strategy and Main Role Players

Kouga LM adopted a policy a few years back that the minimum acceptable standard for sanitation services will be a waterborne system in all areas.

Due to the limited funding scenario presently experienced, Bulk Infrastructure rehabilitation is only performed when it is triggered by housing developments.

The main funding role players in the provision of Bulk Sanitation Services are the Department of Human Settlements and the Municipal Infrastructure Grant.

Kouga Second Draft Annual Report: 2014/15

Funding was made available by the Department of Human Settlements during the 2014/2015 financial year for various bulk sewer related infrastructure projects with the main aim to un-block housing projects.

Total funding allocated by Department of Human Settlements for bulk sewer projects during 2014-15 amounts to R 62,608,958-00. These projects included the following:

- Upgrading of Apiesdraai sewage pump station and rising main
- Upgrading of sewage pump stations: La Mer, Duineweg, Trevor Manuel in Jeffreys Bay
- Upgrade of Hankey Waste Water Treatment Works
- Upgrade of Hankey main sewage pump station
- Upgrading of Patensie Waste Water Treatment Works
- Construction of new sewage pump station, gravity and rising main in Patensie.

The majority of MIG (Municipal Infrastructure Grant) funds were allocated to sewer related projects during the 2014/2015 year. These projects included the following:

- Construction of Kruisfontein Western Outfall Sewer
- Construction of Weston Waste Water Treatment Works
- Upgrade of Kruisfontein Waste Water Treatment Works (2015-2017 project implementation life span)

Internal reticulation in all areas that is currently serviced by conservancy tanks, needs to be addressed in future because of the increase in volume and the pressure on service delivery it brings during the peak holiday season.

The backlog that presently exists at Waste Water Treatment Plants in terms of over capacitation and ageing Infrastructure, is 10,5 Ml/day.

3.3.2 Levels and Standards in Sanitation Services

Four (4) levels of sanitation services are provided i.e. buckets only for the informal housing areas, 47,7% full waterborne, 37,1% with septic tanks/conservancy tanks and the next is digesters and or VIP's.

The following table sets out the current situation regarding sanitation within the Kouga Local Municipality.

TOWN	TYPE							
	Bucket	Conservancy tank	Chemical toilets	Pit latrine	Septic tank	Small bore	VIP	Water borne
Cape St Francis/ St Francis Bay	540	3532	18	-	-	-	-	785
Hankey	439	837	0	-	-	-	420	1501
Humansdorp	1112	939	36	-	-	-	-	5608
Jeffrey's Bay	787	3340	26	-	539	-	-	8744
Loerie	260	12	5	-	-	150	-	334
Oyster Bay	117	100	7	-	468	-	-	-
Patensie	470	802	29	-	49	-	-	-
Thornhill	160	95	8	-	-	-	-	409
Total	3885	9657	129	-	1056	150	420	17381

Note: Buckets and Chemical toilets serve informal settlements.

The goal of the Municipality is to provide all consumer units with a full flush form of sanitation. As can be seen from the above table, 17381 of the consumer units are already serviced with full waterborne/small bore sanitation, and 10713 being served by septic/conservancy tanks.

As indicated earlier, all the projects being implemented and planned in the Municipality are geared to achieving the above goal.

One of the greatest challenges for the Kouga LM has been to ensure that a sustainable form of surface/groundwater can be developed to ensure that this higher level of sanitation be provided

3.3.3 Challenges

Replace households making use of conservancy tanks with full waterborne reticulation.
 Upgrade of sewer pump stations and rising mains to increase capacity.
 Provide standby generators at all sewer plants and pump stations.
 Appointment of qualified process controllers and plumbers.
 Development of sewer master plan for each town in Kouga.

3.3.4 Annual Performance as per Key Performance Indicators in Sanitation

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households with access to sanitation services	100%	Nil%	100%	100%	100%
2	Percentage of indigent households with access to free basic sanitation services	100%	Nil	100%	100%	100%
3	Percentage of clinics with access to sanitation services	100%	Nil	100%	100%	100%
4	Percentage of schools with access to sanitation services	100%	Nil	100%	100%	100%

3.4 Roads and Storm water

3.4.1 Roads Maintenance Service Delivery Strategy and Main Role Players

The road network within Kouga falls under the jurisdiction of the following authorities:

- (1) The South African National Roads Agency Limited (SANRAL), which is responsible for the National Route 2, which traverses the Kouga municipal area.
- (2) The Eastern Cape Department of Roads, which is responsible for provincial trunk, main and district roads within the municipal area.
- (3) The Kouga Municipality is responsible for all municipal roads.

TABLE 1: Road network in Kouga Municipality

Road Authority	Length (km)
SANRAL (N2)	68,97 km
Eastern Cape Department of roads	915,31 km
Kouga Municipality	402,5 km
Total	1 386,78 km

The total road network within Kouga Municipality and under the jurisdiction of KM comprises approximately 402,5 km, of which approximately 307,3 km (76,35%) are surfaced black-top roads.

3.4.2 Levels and Standard in Roads Maintenance Services

The condition of roads in the Greater Kouga Municipal area has deteriorated rapidly over the past few years due to aging of the infrastructure, increased traffic volumes, lack of sufficient funding for maintenance and the impact of floods which have occurred over the past few years.

The standard of roads maintenance in all areas in the Kouga is the same whether it be re-gravelling or resealing or pothole repair. Due to the lack of a pavement management system, visual inspection of tarred roads is performed to prioritize the reseal of tarred roads in all wards. Low level access to road maintenance services are done through complaints register kept at each Administrative Unit. High level access is accommodated through community participation at budget meetings. The various levels and standards of the road network under the jurisdiction of the Municipality are reflected in the table below.

TABLE 1: Road network under jurisdiction of Kouga Municipality

Road Type	Length (km)
Tar	307,3 km
Concrete	0,2 km
Block paving	7,5 km
Gravel	87,50 km
Total	402,5 km

Although Council's responsibility towards maintenance of roads is that of achieving goals set as KPI standards, there are still many gravel and surfaced roads in the municipal area of jurisdiction that are not up to standard.

3.4.3 Annual Performance Service as per Key Performances Indicators in Sanitation

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (Actual numbers)	Target set for the f. year under review (Actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households without access to gravel or graded roads	Nil	87, 5 km	Nil	Nil	Nil
2	Percentage of road infrastructure requiring upgrade	21,74%	87, 5 km	Nil	Nil	Nil
3	Percentage of planned new road infrastructure actually constructed	Nil	87, 5 km	Nil	Nil	Nil
4	Percentage of capital budget reserved for road upgrading and maintenance effectively used.	Nil	R 380,0 m	Nil	Nil	Nil

During the 2014/2015 financial year funding amounting to R 1,947,000-00 was provide for the resealing of surfaced roads on the Operating budget. A total of 46 561 m² of resealing was done during 2014/2015.

A Storm water Master Plan was develop for the entire Kouga area by a professional service provider, which was funded through MISA. The Storm water master plan was adopted by Council on 29 May 2015.

The Kouga Roads Forum is functional and meets on a six weekly basis. The forum is chaired by the Portfolio Councillor for Infrastructure, Planning and Development, while secretarial support is provided by the Provincial Department of Public Works and Roads.

3.4.4 Major Challenges in Road Maintenance and Remedial Actions

Like the vast majority of local authorities throughout our country, road repair and maintenance remains a challenge due to funding constraints, terrain, aging road and storm water infrastructure, poor sub-surface conditions, and ever increasing traffic volumes.

The absence of a road pavement management system to assess and classify roads according to their remaining life span on a scientific basis has not been concluded. We therefore do not possess the information to do strategic future planning with reference to timeous identification of road maintenance.

Limited funding for routine road maintenance and rehabilitation.
No funding for capital projects.

3.4.5 Backlogs

The construction and surfacing of gravel roads (backlog) is approximately 87, 5 km. It is anticipated that an estimated amount of R 380, 0 m will be required for the elimination of this backlog. For the 2014/15 financial year no capital funding was allocated for the construction of new roads or tarring of gravel roads.

3.5 Housing

3.5.1 Housing Delivery Strategy and Main Role-Players

The Department of Human Settlements funded various bulk Water and Sanitation infrastructure projects with the aim of un-blocking housing projects in Patensie, Hankey and Jeffreys Bay.

The Department of Human Settlements also commenced with the procurement process for the installation of services and construction of top structures for the Pellsrus 220 and Kruisfontein 391 projects, during the last semester of the 2014-2015 financial year. By the end of the 2014-2015 financial years this process was still in the technical evaluation stage and no appointments were made.

The Municipality was granted developer status in 2009 by the Provincial Department of Human Settlement of the Province of the Eastern Cape to implement projects in most of its administrative towns. The projects are as follows:

Pellsrus	220
Ocean View	1500
KwaNomzamo	400
Arcadia	139
Kruisfontein	2500
Sea Vista	200
Hankey	990
Patensie	278
Thornhill	390
Weston	196

Such status gives a clear mandate to the municipality to identify, plan, implement, and construct sustainable and integrated human settlements in an effective and efficient manner.

The most important key factor in the human settlement delivery strategy is to provide an adequate and quality house that is linked to water, sewerage and electrical connection with proper access roads as defined in the National Housing Code of 2009.

3.5.2 Levels and Standards in Housing Services

The objective of the levels and standards for the provision of sustainable and integrated human settlements is to be fully in compliance with the minimum norms and standards as outlined in the provisions of the National Housing Code of 2009.

It spells out the minimum standard that a municipality may use for the connection and installation of internal reticulated infrastructure for subsidised housing.

Quality control is also monitored internally by the building control section as well as by the National Home Builders Regulatory Council (NHBRC).

The target set for the implementation of projects was not met due to a lack of adequate bulk infrastructure. A financial injection of approximately R86 m was committed from the Provincial Offices of Human Settlements to ensure the unblocking of the challenges that was delaying the implementation of most of the projects.

The bulk of the funding that was acquired will be used to unblock projects in Patensie, Hankey, Pellsrus and Ocean View.

3.5.3 Annual Performance as per Key Performance Indicators in Human Settlements Services

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (Actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
1	Percentage of households living in informal settlements	100%	9779	0	Application was submitted and waiting for funding approval	0%
2	Percentage of informal settlements that have been provided with basic services	100%	9779	550	550	100%
3	Percentage of households in formal housing that conforms to the minimum building standards for residential houses	100%	9779	2111 (a)	0	0%
4	Existence of an effective indigent policy	In place adopted and approved 30/05/2014				
5	Existence of an approved SDF	The SDF was review and adopted by Council on 25 May 2015 under Resolution 15/5/IPD15				
6	Existence of Land Use Management System (LUMS)	Yes, draft by laws adopted 12/11/2015				

Note: (a) Kruisfontein 391, Oveanview 1500, Pellsrus 220 = 2111

3.5.4 Major Challenges in Human Settlement and Remedial Actions

Internal shortcomings to achieve municipal housing accreditation.
Influx and migration patterns.

Current and growing bulk limitations to promote and implement human settlements as well as the formalisation of informal settlements and the lack of a bulk master plan.
Shortage of suitable land to establish new settlements for the growing backlogs.

The municipality is in the process to address the shortcomings that were outlined in the recommendations of the Provincial Department.
Policies, by-laws and the review of the Spatial Development Framework are in the process of being drafted.

The municipality should engage COGTA on how and when these programmes will be reviewed and consolidated to allow municipalities to achieve maximum benefits.

The municipality to undertake a comprehensive integrated master plan for bulk water supply, bulk sewerage, upgrading of treatment plants, storm water, access roads, electricity, waste disposal.

IPD and FAME has introduced a strategy on how they are addressing the shortage of suitable land and the progress to date is above expectation.

3.5.5 Overall

During the 2014/2015 financial year Council embarked on a programme to formalize informal settlement areas. A total of 549 erven were formalized during this process in the following areas.

- Pola Park/ Shukushukuma Humansdorp (441 erven)
- Umzamozwethu Oyster Bay (34 erven)
- Tokyo Sexwale Galjoen Street Jeffreys Bay (51 erven)
- Tokyo Sexwale Govan Mbeki Street Jeffreys Bay (23 erven)

The formalization programme also commenced in Thornhill during the latter part of 2015, whereby 113 erven will be formalized. Pegging of sites commenced during April 2015 and 85% of Erf beacons have been placed by end June 2015.

Overall Service Delivery Backlogs (Formal housing not informal housing)

Basic service delivery area	30 June 2014			30 June 2015		
	Required	Budgeted	Actual	Required	Budgeted	Actual
Water backlogs (6KL/month)						
Backlogs to be eliminated (no. HH not receiving the minimum)	NIL	NIL	NIL	NIL	NIL	NIL

standard service)						
Backlogs to be eliminated (%: total HH identified as backlog/total number of HH in the municipality	NIL	NIL	NIL	NIL	NIL	NIL
Spending on new infrastructure to eliminate backlogs (R000)	R 25,000	R 2,624	R 2,458	R 80,000	R 36,326	R 36,326
Spending on renewal of existing infrastructure to eliminate backlog (R000)	NIL	NIL	NIL	R 150,000	R 18,756	R 18,756
Total spending to eliminate backlogs(R000)	R25,000	R2,624	R2,458	R 230,000	R 55,082	R 55,082
Spending on maintenance to ensure no new backlogs (R000)	R 9,660	R 2,651	R 2,651	R 10,719		R 4,180
Sanitation backlogs						
Backlogs to be eliminated (no. HH not receiving the minimum standard service)	NIL	NIL	NIL	NIL	NIL	NIL
Backlogs to be eliminated (%: total HH identified as backlog/total number of HH in the municipality	NIL	NIL	NIL	NIL	NIL	NIL
Spending on new infrastructure	R224,000	R8,527	R6,814	R 249,920	R 124,028	R 124,028

to eliminate backlogs (R000)						
Spending on renewal of existing infrastructure to eliminate backlog (R000)	R126,000	R13,513	R4,225	R 136,080	R 20,481	R 20,481
Total spending to eliminate backlogs (R000)	R 224,000	R 8,527	R 6,814	R 386,000	R 124,028	R 124,028
Spending on maintenance to ensure no new backlogs (R000)	R 6,466	R 3,418	R 3,148	R 6,983	R 3,570	R 3,570
Road maintenance backlogs						
Backlogs to be eliminated (no. HH not receiving the minimum standard service)	NIL	NIL	NIL	NIL	NIL	NIL
Backlogs to be eliminated (%: total HH identified as backlog/total numb of HH in the municipality)	NIL	NIL	NIL	NIL	NIL	NIL
Spending on new infrastructure to eliminate backlogs (R000)	R 262,500	NIL	NIL	R 380,000	NIL	NIL
Spending on renewal of existing infrastructure to eliminate backlog	R 262,500	NIL	NIL	R 283,500	NIL	NIL

(R000)						
Total spending to eliminate backlogs (R000)	NIL	NIL	NIL	R 663,000	NIL	NIL
Spending on maintenance to ensure no new back-logs (R000)	R 11,130	R 4,121	R 4,121	R 12,243	R 4,447	R 4,447

3.6 Spatial Planning

3.6.1 Preparation and Approval Process of Spatial Development Framework (SDF)

The Spatial Development Framework was review during 2014/2015 and was adopted by Council on 29 May 2015 under resolution 15/5/IPD15. Urban Dynamics (Eastern Cape) was appointed by the Department of Rural Development & Land Reform for the revision of the SDF. The milestone dates for the review of the SDF was:

- Draft SDF was advertised for public comment 1 April 2015.
- Draft SDF public comment period closed on 27 April 2015.
- Public consultation meeting was held during May 2015
- Approval by Council – 29 May 2015 Council resolution 15/5/IPD1

The main objective of the project was to create a credible SDF that meets the required standards as set by the Eastern Cape Provincial Government through the implementation of the Comprehensive SDF Guidelines developed by Department of Rural Development & Land Reform in 2010.

3.6.2 Integrated Land Use Scheme (ILUS)

The Department of Rural Development and Land Reform appointed Urban Dynamics (Eastern Cape) to establish an Integrated Land Use Scheme (ILUS) and the finalization and implementation by Council of this Scheme is estimated to be September 2015.

The main objective is to create an Integrated Land Use Scheme that will replace the various existing schemes and other applicable development plans. The ILUS should fit within the current legislative framework, in particular the provisions of the Spatial Planning and Land Use Management Act, (Act 16 of 2013).

It must also fit within the policy parameters established by the Provincial Government in the Eastern Cape, the Eastern Cape Spatial Development Plan and the Kouga Spatial Development Framework.

3.6.3. Land Use Management

All Land Use Management is done in accordance with legislation requirements (e.g. Building Standard Act, Land Use Planning Ordinance, Zoning Scheme Regulations, Municipal By-laws and other applicable legislation).

The following Land Use Management approvals have been dealt with in terms of said legislation in:

	2013/2014	2014/2015
Rezoning	22	24
Subdivisions	26	28
Consent Uses	21	25
Removal of restrictive conditions	12	18
Departures	10	10
Occupational Practice	7	9
Number of building plans approved	398	769
Value of building plans approved	R 500 494 000	R1 588 718 500

3.6.4. Spatial Planning & Land Use Management Act (SPLUMA)(Act 16 Of 2013)

- The Spatial Planning and land Use Management Act, Act 16 of 2013 (SPLUMA) was assented by the President on 2 August 2013 and Gazetted on 5 August 2013.
- The Spatial Planning & Land Use management draft Regulations was published on 4 July 2014, for public comments and had to be submitted on or before 4 September 2014 to:
 - Formulate policies, plans and strategies for land use and land development ;
 - To resolve spatial, socio-economic and environmental challenges that face the country.
- SPLUMA makes provision for a Municipality to constitute a Municipal Planning Tribunal either on its own or a Joint Municipal Planning Tribunal in conjunction with other Municipalities/District Municipality.
- Once the Regulations have been approved, the format /way forward will be in place for the Municipality to proceed
- SPLUMA By-laws approved by Council on 18 December 2015 Council Resolution 15/12/IPD7.
- The establishment and compilation of a Municipal Planning Tribunal was also approved by Council on 18 December 2015.

3.6.5 Levels and Standards In Spatial Planning

3.6.6 Annual Performance as per Key Performance Indicators in Town Planning

No	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs	Target set for the year under review	No of household /customer reached	% of achievement during the year
5	Existence of an approved SDF	Yes, approved in December 2009 and was reviewed during 2015 SDF was approved by Council on 29 May 2015.				
6	Existence of Land Use Management System (LUMS)	Yes, draft by laws adopted 12/11/2015				

3.6.7 Major Challenges In Spatial Planning Services And Remedial Actions

The Spatial Planning and Land Use Management Act ("SPLUMA") emerged through the Green Paper and White Paper processes to replace the DFA as the legislative instrument to regulate Spatial Planning and Land Use Management in the country. Municipalities are required to identify municipal champions to drive the execution of municipal action plans for SPLUMA implementation. Intention is to bring into operation Sections 1 – 32 and 55 – 61 of SPLUMA and Chapter 6 by 1 September 2014. Establishment of Municipal Planning Tribunal (MPT) as required by SPLUMA and cost implication attached thereto.

3.7. Overall Service Delivery Backlogs

3.7.1 Waste Management Services

3.7.2 Waste Management Service Delivery Strategy and Main Role Players

The role players that are involved in Solid Waste Department are:

- Project Advisory Committee (Waste Management) Waste Project Implementer
- Funder of the project (Environmental Affairs)
- Councillors
- Municipal Officials

3.7.3 Level and Standard of Waste Management

Waste Site	Service Areas	Licensed	Percentage of achievement during the year	Infrastructure & other backlogs	Target
Humansdorp	Jeffreys Bay, Oyster Bay & St Francis Bay			2 Cells has been erected, the contractor is busy with the third one.	100 %
	Humansdorp	Yes	50 %		
Hankey	Patensie, Lorie & Thornhill	Yes	30%	The contractor is busy with the first cell out of three.	100%
St Francis Bay	Cape St Francis, Sea Vista & Oyster Bay	No	Received Closure Permit	In a process of Rehabilitation	100%
Oyster Bay	Oyster Bay Transfer Station	no	According to the size it does not require licence	In a pipeline of upgrading the existing transfer station	100%
Patensie	Patensie and surrounding farms	yes	Received Closure Permit	In a pipeline of developing transfer station	100%

3.7.4 Annual Performance as per key performance Indicators in Waste Management

Manager Solid Waste	KPA's
	Rehabilitation
	Operation, Maintenance and Management of Waste and Land fill Facilities
	Control of Illegal Dumping
	Coastal Management
	Environmental Controls

TOTAL PROJECTS

OBJECTIVES	STRATEGY	PROJECT DESCRIPTION	PROJECT IN	DEPARTMENT	WARD	GFS	3 YEAR BUDGET CYCLE 2014/15/16
Fencing of Humansdorp /Hankey site	Fencing is in process	By adhering to the regulations	Implementing of regulations	Social Services	15 & 9	Legal Compliance	2,250,000.63
Construction of weigh bridge in Humansdorp site	Weigh bridge at Humansdorp site	By adhering to the regulations	To weigh exact tons disposed on site	Social Service	15 & 9	Access Control	1,249,857.10
Rehabilitation of existing landfill sites	Continuation with rehabilitation on St Francis site	Phase 2 of the rehabilitation on St. Francis	Closure of a Site.	Social Services	12	Legal Compliance	
Construction of Waste transfer station	Development of the transfer station in Jeffreys Bay, St Francis and Patensie	Development of new transfer station	Planning and implementation	Social Services	15, 12 & 10	Provision of waste management storages	2.2 million

3.7.5 Major Challenges as per Key Performance Indicators in Waste Management

CHALLENGES	SOLUTIONS
Shortage of staff	Review current organizational structure with the view to endorse the principle of structure follow policy
Rehabilitation of St Francis site	Funding to be made available for the rehabilitation of this site hence the closure permit has been issued by the Department Of Environmental Affairs
Youth jobs in waste programme has been reinstated for another 12 months(Nov 2014-Nov 2016). 9 officials has been appointed and 23 EPWP to assist in Solid Waste And Environmental Management,	Funded by the Department of Environmental Affairs

3.8 Safety & Security

3.8.1 Traffic Law Enforcement

- Overview: Traffic Law enforcement is a key performs area of the department of transport which needs to be shared with stakeholders like Local Authorities.

As road crashes claims thousands of lives in South Africa it is essential to have strong road traffic enforcement agencies, to reduce carnages and change driving behaviour. Enforcement is guided by the National Road Traffic Act 93/1996 and supported by the Criminal Procedure Act 51/1977. Scholar patrol programs are running with the assistance of department of transport.

- Scholar patrol training was done at six schools and a number of ± 20 learners per school were trained, which amounts to a total of 120 learners.
- Operations: are performed daily on local and national roads as per work plans. This includes driver fitness test, vehicle fitness test, events responding to incidents and point duty. Additional six Traffic Officers has been appointed on one year performance contracts to enhance road safety and revenue. A number of 8854 (Summonses- section 52 notices) fines to the value of R4 072 220 was issued. A number of 1513 warrants of arrests was served to the value of R588 475. Speed camera contract with service provider TMT(Traffic Management Technologies) started in November 2015. Infringements for November and December 2015 was 8867 to value of R2 862 050. In total 17721 cases/infringements to value R6 934 270 was captured July 2014/ December 2015

3.8.2 Major Challenges

- Staff is demoralized because no progression plan is being implemented to benefit them as they work for years in the same position.
- Vehicles are ageing and conditions poor as no specific drivers only are allowed to operate vehicles.
- Priority positions are not being filled quick enough
- Impoundment centre for illegal transport operators needed
- Professional conduct and fraud and corruption sessions must be workshopped.
- Equipment (Safety gear, roadblock trailer and temporarily road signs) needed
- AARTO (Administrative Adjudication of Road Traffic Offences) will have negative impact on revenue when implemented

3.8.3 Municipal By-Law Enforcement

- Overview: The section is dealing with bylaws under the Municipal Systems Act. This section was introduced and established about seven years back when a need to address municipal bylaws was identified. Today it serves the community by responding to complaints and solve them.

They monitor beaches and parks by doing visible foot and vehicle patrols to safeguard the public from any possible robbery. Law Enforcement is also a prerequisite for approval of Blue flag status which our Municipality achieved for consecutive years. A total of 65 cases has been issued to the value of R52 150

- Stray animals, illegal electrical connections, illegal structures for spaza shops, illegal dumping, squatters/bush dwellers and other relevant complaints are being dealt with.

3.8.4 Major Challenges

- Staff is demoralized because no progression plan is being implemented to benefit them as they work for years in the same position.
- Vehicles are ageing and conditions poor as no specific drivers only are allowed to operate vehicles only.
- Boats for river patrol is not in condition to be used anymore
- Priority positions are not being filled quick enough
- Staff compliment is not sufficient to services the entire Kouga effectively.
- Minimum of two vehicles available for the entire section, of which one is not running for more than one year. The vehicles are also in poor condition.
- Stray animals remain a concern as municipal boundaries are still not properly fenced.
- Training is needed to equip officers to understand and perform their duties effectively

3.8.5 Driving License and Vehicle Testing

- Overview: Driving License testing centre in Humansdorp is a grade B testing centre which mean that only motor vehicles and heavy motor vehicles can be tested except motorcycles. The Hankey is only a grade I testing centre where only learner's licenses can be issued.
- These centres are currently servicing the Kouga and parts of Koukamma areas.
- The following services are available: Renewal of driving licences, conversion of driving licenses, professional driving licences, appointments of learner/driving licenses
- Roadworthy test is conducted on motor vehicles at vehicle testing centre.
- Public awareness programs aligned with other role players.
- A total income of R4 111 071 was generated.
- A total of 4231 drivers licenses was tested, 1923 passed (46%), 1734 (44%) failed and 503 (11%) was absent. A number of 71 driver's tests were postponed.
- A total of 4263 learner license was tested, 2985 (73%) passed, 1037 (24%) failed and 207 (7%) was absent. A number of 37 were postponed.

3.8.6 Major challenges

- Building of a larger testing track to accommodate more tests per hour
- More examiners needs to be trained
- The entire driver's license section should be under one roof, for monitoring, control and supervising.
- Fraud / corruption and professional conduct session 'must' be workshopped
- Filing/office space remain a huge challenge
- Roadworthy centre to be better strategized to compete with private roadworthy centre.
- Training of staff to update them with new laws
- Equipment is currently very old and needs to be upgraded to be in line with new technology
- Position of a pit assistant must be appointed
- Capital budget to implement needed projects

3.8.7 Registration and Licensing

- Overview: Municipalities acting as agents for the Department of Transport to register and licensing vehicles. The service is now also being done by SAPO. Kouga receive service fees for transactions performed.
- Registration/deregistration and Licensing of vehicles.

- Capturing of data onto e-Natis system.
- Forward requests/complaints to helpdesk to be solved.
- Approximately ± 3100 vehicles was registered, and ±14500 licensed
- ±300 Duplicate Documents, 80 Special Permits, 210 Temporary Permits and 25 roadworthiness was issued.
- Apportion of R936 360 as service fee was awarded to the municipality.

3.8.8 Major Challenges

- Building not suitable for the type of business.
- No air conditioning and very unfriendly customer environment.
- Filing space is a huge problem.
- Appointment of staff in critical positions that is vacant.
- Budget to address the need of section.
- Payment of Department of Transport for outstanding debt, must be prioritized.
- No budget provision made for Aarto compliance as prescribed by the Aarto act 46 of 1998.

Security

- Overview: this section strives to ensure the safeguarding of municipal assets and property by performing access control, visible patrol and searching. Legal compliance sites like landfill sites receive preference. Pay points, caravan parks and stores are being patrolled. A total of 50 sites was identified that needs to be monitored.

Major Challenges

- Staff compliment is not sufficient to work on shift basis and to monitor all sites.
- Only one vehicle is available for senior to visit guards (high kilometres done on vehicle).
- No CCTV cameras installation to track down theft and perpetrators.
- Clocking systems for guards to monitor their patrols especially during night shifts.

3.9 Environmental Health

3.9.1 Environmental Health Service delivery strategy and Main role-players

- To improve the health status of communities through the identification, evaluation and control of critical factors that affect the physical, social and mental well – being of communities.
- Environmental Health Services are mainly preventive health services, and are therefore largely protecting public health and preventing health hazards / risks and diseases

3.9.2 Levels and standards of Environmental Health Services

- The function of Environmental / Municipal Health Services for the Municipality is as follows;
- Kouga Municipality has entered into a Service Level Agreement with the Sarah Baartman District Municipality to render the Environmental / Municipal

Health Services on behalf of the District Municipality, in its respective jurisdiction.

The functions of Environmental Health include the following activities:

- Water Quality Monitoring,
- Food Control,
- Waste Management: illegal dumping,
- Health Surveillance of premises,
- Pauper Burials: attending to applications for exhumations and reburials,
- Surveillance and Prevention of Communicable Diseases,
- Vector Control,
- Environmental Pollution Control, attending to complaints and health nuisances,
- Evaluation of Cemeteries, Mortuaries, and funeral undertakers premises,
- Active Environmental Education Sessions and Awareness Campaigns / Programs,
- Business registration & Hawker Programmes

The above functions as rendered by the municipality excluding Port Health, Malaria Control and Hazardous Substances which are functions and competency of the Eastern Cape Department of Health.

3.9.3 Annual performance as per key performance indicators in Environmental Health Services

Description of the Activity and Analysis of the Function	Environmental Health	No. of Facilities	No. of Visits
	Food & Milk Control: Inspection and evaluation of food premises and milk farms to ensure compliance to all Health Regulations and also to ensure that products sold to the public is fit for consumption	1725	7047
	Water Quality Monitoring: Sampling of water for bacteriological and chemical analysis to ensure compliance with SANS 241 and also to ensure that the water is fit for human consumption.	32 Sampling Points	409
	Waste Management: identification of illegal dumping sites to ensure a clean and healthy environment.	88 Sites	3850
	Health Surveillance of Premises: Assessment of factors including ventilation, lighting, moisture and approval of building plans to ensure safety.	49 Building Plans	49
	Surveillance & Prevention of communicable diseases: Health and hygiene promotion to prevent	Ongoing as per visit to facilities	

	communicable diseases and disease outbreaks.		
	Vector Control: Vector control of public health interest including the control of anthropoids, rodents and other alternative hosts of diseases.	39 Facilities	13
	Environmental Pollution Control: Identification of polluting agents and their sources in order to ensure hygienic working living and recreational environment, e.g. management of overgrown plots.	160 Notices for Plot Clearing	Cleared By Council: 50
	Disposal of the Dead: Manage, control and monitoring exhumations and reburial or disposal of human remains	9 Applications	6 Approved
	Business Registration & Hawkers Programme: Registration of all new businesses in terms of the Business Act, including hawkers.	250 Applications	220 Approved

Key Issues for 2014/2015

- **Dog Dipping and De-worming** programme conducted in all areas of Kouga Municipality in conjunction with SPCA during the month of July 2014 with the aim of reducing animal diseases that can infect human being and also to educate animal owners on how to care for their pets.
- **Environmental Health of Kouga Municipality hosting the 2nd Year Environmental Health Students from the Nelson Mandela Metropolitan University during the month of September 2014** as part of the annual Educational Tour Programme aimed at supporting educational initiatives. The programme ensured that the students are exposed to the field of work of Environmental Health Practitioners as per the Scope of Environmental Health. They were exposed, amongst others, to areas such as the food production industry, child care facilities, water purification, sewerage purification and solid waste management.
- **Environmental Health also conducted a Food Hygiene & Safety awareness programme with the Home-based Carer of the Department of Health during the month of May 2015.** The programme was aimed at sensitizing the home-based Carers on the importance of food safety & hygiene on preventing food borne diseases. The Home Based Carers were targeted because the, on a daily basis, focus on caring for the sick people by visiting their homes and ensuring that they are well taken of and well fed with the aim of improving their health and well-being.
- **Environmental Health of Kouga Municipality hosting the 2nd Year Environmental Health Students from the Nelson Mandela Metropolitan University during the month of June 2015** as part of the annual Educational Tour Programme aimed at supporting educational initiatives. The programme ensured that the students are exposed to the field of work of Environmental Health Practitioners as per the Scope of Environmental Health. They were exposed, amongst others, to areas such as the food production industry, child care facilities, water purification, sewerage purification and solid waste management.

- Health education with shop owners and food / meat handlers, persons in charge is also conducted on an ongoing basis during visit and inspections at food premises, butcheries, general dealers, house shops and funeral parlours.
- Schools and day care centers are also visited regularly and health education on good hygiene and sanitation practices is conducted with learners, teachers and care givers with the aim of preventing ill – health and communicable diseases.

3.9.4 Major challenges in Environmental Health Services and remedial action

KPI	CHALLENGE	POSSIBLE SOLUTION
Environmental Pollution Control	Clearing of overgrown plots: the programme of plot clearing is in process but is still not running smooth due to a lack of resources (Equipment & manpower) The backlog that was due to non-clearing of plots for a period of two years has still not been addressed	Appointment of extra plot clearing team will reduce the backlog Notices are still being issued and some owners are responding by clearing their plots privately The existing plot clearing team is still currently attending to the urgent overgrown plots in all areas of Kouga but mainly in the coastal areas. Acquisition of trailer for removal of debris
Food quality monitoring	Lack of food and milk sampling	It is included in the 2015/16 Budget
Business registration	Influx and mushrooming of Spaza Shops in all areas of Kouga	Council to adopt and approve the Policy on Spaza Shops

3.10 Special Programmes Unit

3.10.1 Special Programmes service delivery strategy and main role players

The function of Special Programmes and HIV & AIDS for the Municipality is as follows:

- The implementation of Special Programmes for youth, children, women, the elderly; and people living with disabilities; and mainstreaming HIV & AIDS programmes including mitigation measures in communities and the development of social cohesion.

This service delivery strategy includes the following activities:

- Establishment of Forums for Women, Youth and People with Disabilities Empowerment
- Policy development on Youth Development, empowerment of people with disabilities and women empowerment
- Formation of partnership with other sector departments in implementing programmes and campaigns,

- Establishment of a Kouga Youth Council, Women's Caucus and Disability Council

3.10.2 Levels and Standards of the Special Programmes Unit

The unit provides necessary support to enable the Executive Mayor to fulfill her political mandate. It ensures that all needs of the vulnerable groups are met, with special emphasis of five groups: youth, women people with disabilities, children and the elderly.

Coordinates the delivery of community services plans and programmes through the provision of guidance on applications and processes to promote and achieve the social responsibility objectives of the municipality, executive of procedural and administrative requirements, interacting with community based structures to facilitate alignment of needs and priorities, creating awareness and encouraging participation and, attending to arrangements in respect of specific events/ programmes in accordance with budgetary allocation in order to ensure social upliftment and development objectives are accomplished.

3.10.3 Annual performance as per key performance indicators in the Special Programmes Unit

- In July 2014 we assisted five learners with disabilities to the Enoch Sontonga Rehabilitation Centre in King Williamstown; these learners were trained on welding, sewing and life skills
- On 18 July 2014 held a successful Madiba day Programme in Jeffrey's bay ward 14, the programme focused on cleaning of the Tokyo Sexwale Township.
- On 22 August 2014, the Kouga Soccer Mayors Cup was Launched at the Humansdorp Country Club
- On the 29th of October 2014 Cacadu District Municipality with assistance of Ubuhlobo projects provided training on HIV/AIDS and First Aid training to 20 Kouga Women, disabled and Youth at the Country Club.
- The programme on gender based violence was a Provincial programme but Kouga Municipality was the host. Several meetings took place in preparation for this event, which included all other sector departments of Kouga and the NGO's.
- Door to Door campaign took place from the 19th - 21st November, started in Hankey, in Stofwolk, Extension 4 and Rosedale.
- On the 20th November 2014 it was in Ocean View and 21st November 2014 in Kruisfontein.
- On the 24th November 2014 prayer session in Hankey, Centerton.
- The main event of the launch took place on the 25th of November in Kruisfontein Community hall. Services on wheels offered to community by Ukhamba, SASSA and Department of health.
- Back to School was launched in December 2014, where all Kouga employees were requested to donate any items.
- In January 2015 Back to School campaign was implemented in all Kouga Wards.

- In May 2015 held Child Protection Week in Patensie, St Francis Bay .
- In June 2015 held a youth Dialogue in Jeffrey's bay with the youth of ward 2, 14 and 15 together with other government departments.
- In June 2015, attended a Youth parliament in Bisho.
- In June 2015 held a Career day for the school going youth and unemployed youth in the Humansdorp area.

3.10.4 Major Challenges in Special Programmes Unit and Remedial Action

PROGRAMME	CHALLENGES	SOLUTION
Develop policies for all vulnerable groups	A youth development policy in place but all other vulnerable groups' policies are not drafted.	The district municipality Sarah Baartman and SALGA should be engaged to assist in the process of development of policies of all vulnerable groups.
Establishment of Community Based forums and councils	The functioning and efficiency of ward based forums is a critical challenge. The forums collapse right after establishment	The forums should be established and clear guide lines should be established and explained to all officer bearers
Establishment of NYDA office in Kouga	There is no current NYDA office in Kouga to service all Kouga youth, young people have to travel to Port Elizabeth even though there is a memorandum of understanding between the municipality and NYDA	The memorandum of understanding should be implemented as agreed. Secondly office space should be identified so as where the offices will be based.

3.11 HIV and AIDS

3.11.1 HIV & AIDS Service Delivery Strategy and main role players

- To provide the necessary support to enable the Executive Mayor to fulfill her political mandate.
- To ensure that all the needs of the community of Kouga are met with special emphasis on five focus groups: the youth, children, women, elderly people and people with disabilities and also includes the HIV & AIDS aspects of the said groups.
- To improve the HIV /TB & AIDS status of the community of Kouga Municipality.

3.11.2 Levels and Standards of HIV & AIDS

The function of HIV & Aids for the municipality is as follows;

- The implementation of mainstreaming of HIV & Aids programmes including mitigation measure in communities and the development of social cohesion

These functions include the following activities

- Establishment of a Local Aids Council and ensuring effective and functioning of LAC, e.g. meetings takes place quarterly
- Training of Local Aids Council members on roles and responsibilities
- Formation and strengthening of partnership with other sector departments in implementing programmes and campaigns.
- Formation of ward based HIV & Aids Forums in all wards

3.11.3 Annual performance as per key performance indicators on HIV & Aids

- On 18 July 2014 held a successful Madiba day Programme in Jeffrey's bay ward 14, the programme focused on cleaning of the Tokyo Sexwale Township.
- Mobile HIV Counseling and Testing Stations were held in Hankey on the 21 August 2014 and on 22 August in Humansdorp during the Mayoral Imbizo.
- Blood pressure testing 43 adults, 8 TB referrals and 15 HIV testing and Counseling
- In Humansdorp: 17 Blood pressure observations, 4 HIV testing.
- Women's month celebrations were held in Thornhill on the 19th August, and 10th September in Jeffreys Bay Pellsrus, Community Hall. The Theme was: Honoring women and Inspiring change.
- Workers wellness programme was held in most units of Kouga Municipality where workers were screened for Tuberculosis, Sugar Diabetes, High blood pressure and HIV during the following dates:
- The Programme started in Jeffreys Bay: on the 4th of August Newton Hall: were sixty six (66) workers attended the programme ,59 have done HIV testing and Counselling, high blood pressure and also sugar diabetes testing,
- 5th August in Humansdorp, Country Club, and thirty one (31) attended, mostly men workers, 29 done HCT.
- 06th August St Francis Bay , TB Screening and all other services done in other units, thirty two (32) attended and twenty nine (29) tested three (3) refused to test
- 07th August 2014 in Gamtoos Valley, in VusumziLandu Community Hall, 38 attended, 34 were tested, 4 refused to test.
- On the 08th of October 2014, on Wednesday, the KwaNomzamo HCBC had a Wheel Chairs Hand over, which were donated by the Jeffreys Bay Wind farm. Eleven (11) wheel chairs, five (5) walker crutches, five (5) Commodes, 5 bed pans and other suppliers like disposable nappies were donated to disabled, bedridden and sick residents of KwaNomzamo. The event was also attended by Kouga Municipal Mayor Mr. B. Koerat who applauded the work that is being done by Jbay Wind Farm and also present were other sector Departments.
- On the 29th of October Cacadu District Municipality with assistance of Ubuhlobo projects provided training on HIV/AIDS and First Aid training to 20 Kouga Women, disabled and Youth at the Country Club.
- The programme on gender based violence was a Provincial programme but Kouga Municipality was the host. Several meetings took place in preparation for this event, which included all other sector departments of Kouga and the NGO's.

- Door to Door campaign took place from the 19th - 21st November, started in Hankey, in Stofwolk, Extension 4 and Rosedale.
- On the 20th November 2014 it was in Ocean View and 21st November 2014 in Kruisfontein.
- On the 24th November 2014 prayer session in Hankey, Centerton.
- The main event of the launch took place on the 25th of November in Kruisfontein Community hall. Services on wheels offered to community by Ukhamba, SASSA and Department of health.
- A back to school campaign was launched in December, where Councillors, staff members and community at large was requested to donate school shoes, clothes, bags and other essentials to the campaign for distribution to the children in need early this year.
- The staff that was received from the campaign was donated to two schools: Makukhanye Primary School in Jeffrey's Bay and St Patricks Primary School in Humansdorp. The gesture was well received by both school principals.
- On the 5th February 2015 was a reproductive health day, at the ImizamoYethu Clinic in Patensie,
- A door to door campaign also took place in Oyster Bay.
- On the 11th February 2015, a campaign was done in Patensie, community Hall in a form of dialogue between, parents and learners of Patensie Secondary School.
- The event was well attended by all stakeholders.
- On the 16th February, 2015 the campaign was Hankey Secondary, 18th February 2015, in Lungiso High School, and on the 23rd February 2015 it was in Makukhanye Primary School.
- Voluntary Counselling and Testing Station was held at Billabong for workers of Billabong on the 24th February 2015.
- On the 09th February 2015, items that were collected for the back to school campaign were distributed to St Patricks Primary and Makukhanye, the gesture was greatly appreciated by the principals of both schools.
- International foster parent Day held in Andries Kraal, organized by Social Development, where foster parents were praised for the good work that they were doing taking care of foster kids (vulnerable children), on the 18th March 2015.
- Wellness day was held for all Kouga Employees from 23rd -26th March 2015. HIV /TB /High Blood and sugar Diabetes tests done to most of the employees
- On the 3rd of June 2015 the event took place in Sea Vista Community Hall, where several schools were invited to the event.
- On the 09th of June 2015 the event took place in Patensie Sports field.
- On the 10th of June 2015 Youth Dialogue took place where several issues concerning youth were discussed.
- On the 10th June 2015 Local Aids Council meeting took place, meeting was well attended; the minutes of the meeting are attached hereto.
- From the 17th - 19th June 2015, HIV AIDS Coordinator attended a workshop organized by Department of Health for traditional Healers : workshop on , Intergraded Management of Childhood Illness Roles that Traditional Healers should be playing in the health of children, improving health care capacity practice and also at home at community at large.

Annual HIV & AIDS Statistics

FACILITY	TOTAL CLIENTS ON ART 2013/2014	TOTAL CLIENTS POSITIVE 2013/2014	TOTAL CLIENTS ON ART 2014/2015	TOTAL CLIENTS POSITIVE 2014/2015
ANDRIESKRAAL	26	8	45	23
HUMANSDORP CLINIC	1059	164	896	186
KRUISFONTEIN CLINIC	298	72	482	70
IMIZAMO YETHU	168	30	234	56
LOERIE CLINIC	115	26	139	38
LOERIE MOBILE	29	4	74	18
MASAKHANE (HANKEY)	251	96	353	139
PATENSIE 1	24	3	0	1
PELLSRUS CLINIC	873	168	1086	213
ST FRANCIS BAY	206	55	337	82
SUURBRON	24	5	0	11
THORNHILL	105	57	155	33
WESTON	122	9	200	42
TOTAL	3300	697	8413	912

3.11.4 Major Challenges in HIV & AIDS and Remedial action

PROGRAMME	CHALLENGES	SOLUTION
Functionality of Local Aids Council	Difficulty in transporting LAC members to LAC meetings. As most taxi owners that are in the database of Kouga Municipality refuse to transport members due to late payment and non-payment.	Provision of proper budget for transportation of members to LAC meetings
Implementation of HIV & Aids workplace programmes	Lack of cooperation by some directorates	Inter department collaboration must be strengthened
HIV & Aids Community Awareness	Non-cooperation of other sector departments	Ensuring that participation mechanism is sufficiently accessible and sufficiently proactive to enable HIV & Aids community activist to participate through International Government Relations

3.12 Library Services

3.12.1 Library Service delivery strategy and main role players

- To ensure that the communities of Kouga have access to facilities and resources that libraries offer;

- To develop skills, preserve and conserve their culture and natural heritage
- Provision of a safe and free library service for reading and learning,
- Provision of a free and guided access to knowledge and information to support formal and informal education.

3.12.2 Levels and Standards of Library Services

The function of Library Services for the Municipality is as follows;

- Kouga Municipality Libraries provide the community of Kouga with access to educational, informational and recreational material in general or for specific users regardless of race, gender, age, language, financial or educational status.

The function includes the following activities:

- Collection, development and management,
- Development, promotion and maintenance of a reading culture through delivering of programmes
- Ongoing research, planning, monitoring and evaluation to improve service delivery,

3.12.3 Annual performance as per key performance as per key indicators in Library services

Description of the Activity and Analysis of the Function	Libraries	No. of Facilities	Actual
	Library facilities	12	12
	Lending out books, magazines, newspapers, Photocopy services, Free internet access, Outreach programmes.	218 160	201 132 9
	Number of library users	25370	58 680

3.12.4 Major challenges in Library Services and remedial action

KPI	CHALLENGE	POSSIBLE SOLUTION
Effective Library Services	Roof leaking in Jeffreys Bay and Weston Libraries Phillipsville & Ramaphosa Libraries still using pre – paid electricity	Jeffreys Bay Library was relocated to another building and Weston Library will be sealed To install conventional electricity

3.13 Arts & Culture

3.13.1 Arts & Culture Service Delivery Strategy and Main Role Players

Service Delivery Strategy

The Arts and Culture strategy is included in the Tourism Sector Plan.

The Annual Local Economic Development Service Delivery Strategy for the Depart LED, Tourism and Creative Industries (LED, Tour & CI) is identified in the IDP funded projects for the financial year, which is budgeted for, and on which the Service Delivery, Budget and Implementation Plan (SDBIP) is based. From the SDBIP, work plans are created in consultation with staff to determine the implementation plans (timeframes and budgets included) for the year. This is monitored continuously and reported on throughout the year.

The Department has a Memorandum of Agreement with the Kouga Arts Council, which is the umbrella body for the Development of Arts and Culture in the Kouga Municipal Area. Grants in Aid as well as funding for special projects is given to this body, to further the development of Arts and Culture in the Kouga Municipal Area. The municipality monitors the Arts Council through meetings, discussions and quarterly reporting which are tabled to council.

Main Role Players

Political Role Players

There is a Portfolio Committee for Tourism and Creative Industries, with the Portfolio Councillor chairing the Committee. Arts and Culture, together with Tourism, Heritage and Sports, falls within the ambit of this Committee.

Staff role players

The staff component consists of the following:
 Director LED and Tourism and her PA
 Manager LED, Tourism and Creative Industries
 One Tourism and Heritage Officer
 One Sports Development Officer (contract)

Other role players

- Department Sports, Recreation, Arts and Culture, Dept of Tourism, East Cape Parks and Tourism Agency, Sarah Baartman District Municipality, National Department of Arts and Culture, Dept of Education.

Community role players

Kouga Arts Council
 Artists, crafters and performing and visual artists

3.13.2 Levels and Standards of Arts & Culture (do not know what they want here)

3.13.3 Annual Performance as Per Key Performance Indicators in the Arts & Culture

IDP Objectives	Project Descriptions	Baseline	Actual Performance
Good governance and public participation in Arts and Crafts.	Active Arts Council.	Established Arts Council.	Arts Council Established, MOA signed with municipality.

Community economic and social development through arts and culture.	Support arts and culture events, exhibitions and awards.	4 meetings with KM 6	6 meetings 4 reports from Arts Council to Municipality 6 Boys' circumcision awareness program, Oct Crafters selection for exhibition at Eastern Cape Craft Competition and Exhibition: Dec Heritage Festival: Talent Search Opening of the Season and Street Carnival: 16 Dec New Year's Bash: 31 Dec Gospel extravaganza: 1 January Inkcioyo Celebrations: 28 March
Arts and Culture Training	Training in arts and Culture	3	2 Stick Fighting. Sewing
Arts and Culture temporary job creation.			7 groups: 32 individuals Opening of the Season, 16 Dec Count Down to 2015; 31 December 2014 4 groups, 5 individuals Gospel Bash, 1 January'15

3.13.4 Major Challenges in Arts & Culture and Remedial Action

- Arts Officer appointed on contract and not full time. This position must become permanent.
- Arts Training is limited.
- Arts Council cannot as yet function without the guidance of the municipality.
- Arts Council needs to represent a larger section of the community.

3.14 Cleansing & Parks

3.14.1 Refuse Collection

3.14.1.1 Overview

The planning, organizing, control and alignment of all refuse collection as well as transportation services that provides for specific waste management measures, norms and standards.

3.14.1.2 Strategic objectives

Communities live in a clean environment that is maintained and managed in a sustainable manner.

3.14.1.3 Description of activities

The refuse collection functions of the municipality are administered as follows and include:

- **Waste Avoidance**

In conjunction with business influence production strategy that produce rather those products that could re-use

3.15. Waste Stream Composition: Kouga Region

Type of Waste	Average Percentage
Builders Rubble	10%
Garden Refuse	16%
Glass	12%
Residue	7%
Paper	14%
Plastic	10%
Putrescible	12%
Textile	1%
Metal	3%
Tyres	4%
Disposable Nappies	5%
Miscellaneous	6%

3.15.1 Municipal waste disposal program analysis

AREA	TYPE OF WASTE (VOLUME DISPOSED M3/MONTH)			
	DOMESTIC	INDUSTRIAL	GARDEN REFUSE	BUILDERS RUBBLE
HANKEY	3650	1350	1600	2600
HUMANSDORP	15680	5890	5600	12600
JEFFREYS BAY	20800	12830	12800	46800
SEAPLACE TRANSFER STATION	Area closed off to make provision for the building of a new school			
PARADISE BEACH TRANSFER STATION	Transfer Station closed off due to floods and reclaimed wetland area			
PATENSIE	100	480	600	1200
ST FRANCIS BAY	17800	1350	10600	23650
OYSTER BAY	545		150	500
LOERIE/THORNHILL	1000	200	400	200
TOTAL	59575	22100	31150	75350
NB : The reduction in garden waste was due to the recycling of organic waste for composting				

3.15.2 Waste collection & Transportation

AREA	PERMANENT POPULATION				
	POPULATION	WASTE GENERATED (KG/P/DAY)	GENERATED WEIGHT (TONS/DAY)	GENERATED WEIGHT (TONS/DAY)	GENERATED WEIGHT (M3/YEAR)
HANKEY	16228	0.85	13.8	5037	11193
HUMANSDORP	34918	0.85	29.7	10841	24090
JEFFREYS BAY	198880	1.2	23.9	8724	1937
PATENSIE	7774	0.85	6.6	2409	5353
ST FRANCIS BAY	2874	1.2	3.4	1241	2758
OYSTER BAY	740	0.85	0.6	219	487
RURAL	27036	0.25	5.8	2482	5515
SUB TOTAL	09450		84.8	30952	68783
TEMPORARY POLULATION					
JEFFREYS BAY	90000	1.5	13.5	8100	18000
ST FRANCIS BAY	71125	3	11.5	6402	14227
SUB TOTAL	61125		241.7	14502	32227
TOTAL				45454	101010

Kouga Municipality			Projections						
3.15.3 Permanent Population Growth Rates									
Area	Current Population	Population Growth	2009	2010	2011	2012	2013	2014	2015
Hankey	17425	2.40%	17843	18271	18710	19309	19927	20565	21223
Humansdorp	37493	2.40%	38393	39314	40258	41546	42875	44247	45630
Jeffreys Bay	21346	2.40%	21858	22383	22920	23653	24410	25191	25997
Patensie	8347	2.40%	8547	8752	8963	9250	9546	9851	10166
St Francis bay	3086	2.40%	3160	3236	3314	3420	3529	3642	3759
Oysterbay	795	2.40%	814	834	854	902	924	954	985
Rural	29030	2.40%	29727	30440	31171	32168	33197	34259	35355
Total	117522		120342	123230	126190	130248	134408	138709	143115
NB: Kouga Municipal area shown a population growth of about 3.2% since 2011 Census									

Kouga Municipality		Projections							
Temporary Population Growth Rates									
Area	Current Population	Population Growth	2009	2010	2011	2012	2013	2014	2015
Jeffreys bay	96637	2.40%	98956	101331	103763	106254	108804	111415	114089
St Francis bay	75162	2.40%	76966	78813	80705	82641	84625	86656	88736
Oyster Bay	1208	2.40%	1237	1267	1297	1328	1360	1393	1426
Total	173007	173007	173007	173007	173007	173007	173007	173007	204251
NB	Growth in the tourist segment year on year also improved, however no real reliable source in place to provide correct statistical reporting								

3.15.4 Collection of Domestic- Garden, Industrial and Building rubble

The sidewalk system is currently in operation and this operation is broke down in an operational plan providing for daily collections and disposals. Refuse collection teams are out there on a daily basis irrespective of weather.

Program had been outsourced. Supervision, monitoring on the operation & maintenance program had been done by Kv3 Consultants on the technical aspects and Kouga on the administrative aspects of the service delivery program

These services extend to include the development of by-laws, but do not take account of policy formulation which resides within the jurisdiction of national/provincial /government. The municipality has a mandate to:

- Provide inputs into such policy formulation processes.
- Develop and implement an Integrated Waste Management Plan
- Provide the refuse removal service as set out in schedule 5B of the Constitution.

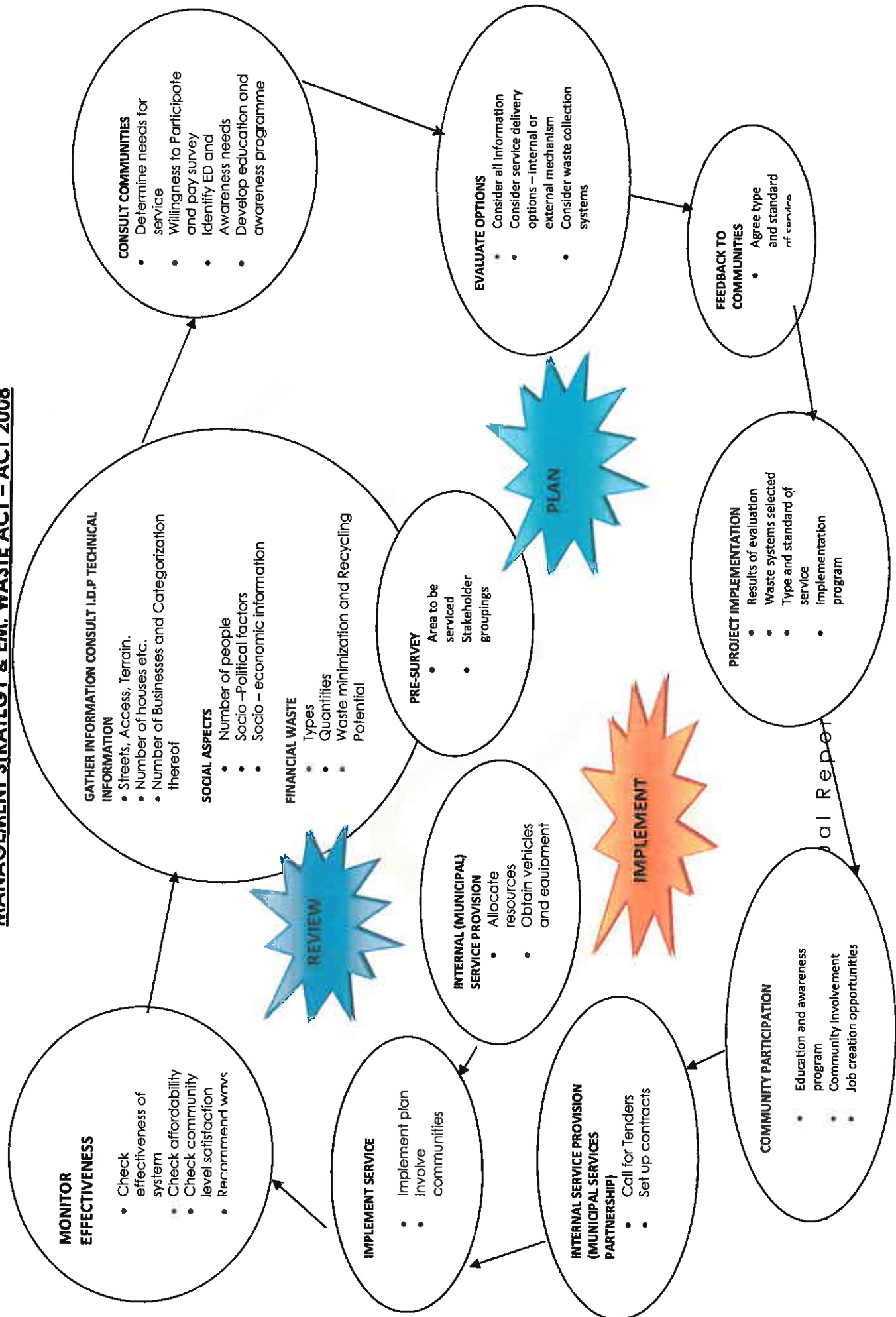
3.15.5 Key Challenges

- The filling of vacant budgeted posts remains a humanness challenge.
- To replace dilapidated Waste Transportation vehicles, no strategic vehicle replacement plan recognized
- No employment wellness program in place, challenge of dreadful deceases

3.15.6 Recommended Solutions

- Those critical vacant posts are filled in line with service delivery priorities.
- That the adopted strategic action plan as per the Integrated Waste Management Plan be implemented as per IDP and Budget alignment program.
- That a strategic vehicle replacement plan be developed to ensure service delivery efficiency.
- That the refuse collection route be reviewed as per the diagram below:

3.15.7 REVIEW CYCLE FOR KOUGA'S WASTE COLLECTION: RECOGNISING KEY ELEMENTS OF NATIONAL WASTE MANAGEMENT STRATEGY & EM: WASTE ACT – ACT 2008



3.16 Sports and Recreation-Facilities

3.16.1 Overview

Includes all activities associated with the provision of community and social services

3.16.2 Strategic Objective

Communities have access to social and recreational facilities that are well maintained in an affordable manner.

3.16.3 Annual Performance as per key Performance Indicators in the Sports and Recreation Facilities Service

The function of provision of various community and social services within the municipality is administered as follows and includes:

- Control of all existing Sport Facilities
- Control of all existing Community Recreation Facilities
- Maintenance program for both Sport & Recreation facilities
- Marking of Pitches
- Preparation for Special Events at all Facilities.
- Identification and Application for new facilities as the need arises
- Handling of reservations
- Reconciliations
- Procurement of required amenity equipment.

3.16.4 Key Challenges

- Vandalism of existing infrastructure.
- Little budget commitment as the 15% MIG allocation are spread within the water and sanitation program of Council
- The planning of new RDP development does not provide sufficient suitable land for the development of recreational facilities.
- The Upgrade of Kruisfontein and Centerton Sports fields are not done properly as only 70% of the fencing is been done according to tender

3.16.5 Recommended Solutions

- That Council considers custodianship for sport club for the upkeep and maintenance of the existing sport facilities
- That adequate provision is made in the Spatial Development Framework for the land acquisition process to accommodate Recreational Facilities in new developments.

3.17 Cemeteries

3.17.1 Overview

The identification of land, planning and coordination of all cemetery management activities throughout the Kouga.

3.17.2 Cemeteries Analysis

Area and wards				EXISTING CEMETERY SPACE			POTENSIAL CEMETERY EXPANSION			TOTAL	
UNITS	WARD	CEEMETERY NUMBER	BURIAL RATE	AVAILABLE SPACE (m³	NUMBER OF GRAVES	LIFESPAN	EXPANSION SPACE(m²	NUMBER OF GRAVES	LIFESPAN	TOTAL GRAVES	TOTAL LIFESPAN
Humansdorp	15	5	192/pple/yr	12 518	1 564	8 years	20 799	2 599	13 years	4 163	21years
Humansdorp	6	6				Filled to Capacity					
Humansdorp	5	7				Private Cemetery					
Humansdorp	15	8	240/pple/yr	4 679	4	FULL	4128,53	516	2 years	1 100	2 years
Krusswalein	4	12	192/pple/yr	Full			37 866	4 733	24 years	4 733	24 years
Jelly's Bay	11	15	120/pple/yr	4 609	576	4 years	23 713	2 964	24 years	3 540	28 years
Jelly's Bay	3	16	120/pple/yr	1 449	181	1 years	2 312	289	2 years	470	3 years
Jelly's Bay	2	17				Filled to Capacity					
Polensie	10	1	84/pple/yr	Full			5 454	681	8 years	681	8 years
Polensie	10	2	84/pple/yr	4 222	527	6 years	(not suitable)			527	6 years
Wiston	13	3				Filled to Capacity					
Hantary	9	4	120/pple/yr	Full			7 856	982	8 years	982	8 years
Hantary	9	9	120/pple/yr	12 092	1 511	12 years	22 402	2 800	23 years	4 311	35 years
Hantary	9	13	120/pple/yr	5 137	642	5 years				642	5 years
Beneshouwe	7	14				Filled to Capacity					
Beneshouwe	7	18				Private Cemetery					
Beneshouwe	7	19	96/pple/yr	3 504	438	4 years	9 191	1 148	11 years	1 586	15 years
Spornhill	7	11	96/pple/yr	8 894	1 111	11 years	Private			1 111	11 years
St Francis Bay	12	No grave site development since establishment (Ground formation – further studies e.g EIA needed) (catered by Humansdorp)									
Cape St Francis	12	No grave site development since establishment (Ground formation – further studies e.g EIA needed) (catered by Humansdorp)									
Oysterville	1	No grave site development since establishment (Ground formation – further studies e.g EIA needed) (catered by Humansdorp)									

3.17.2 Strategic objective

- Communities have access to affordable and adequate cemetery and maintenance service.

3.17.3 Description of activities

- Identification and application for new Cemeteries
- Maintenance and Upkeep of existing Cemeteries
- Maintain Electronic Burial Register System
- Digging, trimming and closing of graves
- Access control of cemeteries
- Cleaning and Beautification of Cemeteries
- Cleansing of Public Amenities at Cemeteries
- Administration and maintenance of wall of remembrance

3.17.4 Major challenges

- Cemeteries, in the low-cost areas, apart from not meeting the specification, are filled or nearly full capacity and are an eyesore
- ***To date this department does not have a dedicated team to provide the maintenance and operation service at the cemeteries. No provision has been made in the budget estimates, although it was requested by this Directorate.***
- At the current death rate the existing cemeteries will near its capacity much sooner than envisaged.
- Little or no progress has been made with the acquisition of land for cemeteries.
- Little or no fencing is in place at most of the cemeteries. This leaves it open to vandalism of gravesites and the everyday problems with stray animals in the township.
- At the current death rate the existing cemeteries will near its capacity much sooner than envisaged.
- The basic level of costs for a cemetery with a lifespan of 10 years is estimated at R900 000.00. This costs estimate is for the construction of fencing, layout of grave sites, construction of a storage building and a caretaker facility.
- Currently a total of R15 300 000,00 is needed for the development and construction of new cemeteries for Kouga, based on a cemetery with a lifespan of 10 years and an estimated cost of R900 000 per cemetery.
- Equipment needs for maintenance of existing cemeteries estimated at a cost of R 1 200 000.
- General lack of fencing at most of the cemeteries results in vandalism and unauthorised access. Estimated costs to fence (17) seventeen existing cemeteries are R 7 000 000.00
- Little or no progress has been made with the acquisition of land for cemeteries. Current Spatial Development Framework does not make provision for the development of new cemeteries.
- Expansion for new cemeteries at Kwanomzamo (ward 6) is landlocked
- Potential limitation of expanding cemetery at Ramaphosa (ward 10) due to unsuitable slopes and geotechnical conditions.

- No long term (i.e. greater than 5 years) cemetery solution available for Patensie (ward 10)
- Informal nature of cemeteries (i.e. no suitable fencing and facilities) and a lack of appropriate land use rights.
- Limited expansion space available around cemetery at BB Keet (Ward 3)
- Urgent need to facilitate the process of identifying new land for cemetery purposes, obtaining the land use rights and RoD's for new cemeteries as well as the extension of new cemeteries
- The initiation of geotechnical, environmental and rezoning processes for the extensions and new cemetery developments
- Lack of Municipal funding to initiate the above processes
- Prioritization is evident in the fact that Cemeteries in Wards 4, 5, 6, 7 and 10 need urgent interventions
- The Supply Chain Management Processes be undertaken for the appointment of a suitable qualified service provider to start the Environmental Assessment Programs for all wards in Kouga, with priority being given to Wards 4, 5, 6, 7 and 10

3.17.5 Recommended Solutions

- That as a matter of extreme urgency land be made available to develop new cemeteries.
- That the Recommendation as outlined in the Set Plan report for cemeteries be recognized and adopted as the strategic plan for the development of new cemeteries.
- That adequate land provision be made to accommodate new human settlements.
- That a dedicated operational cemetery team for the Kouga region be put in place as a matter of extreme urgency.
- That the land use management program to unlock cemetery space for Ward 6 become a priority.
- That the Supply Chain Management processes be undertaken for the appointment of a suitable qualified service provider to start the Environmental Assessment Programs for all wards in Kouga, with priority being given to Wards 4, 5, 6, 7 and 10.
- That the funding of R500 000.00 as provided for in the 2014/15 budget expenditure program be made available as from the 01 July 2014 in term of the Service Delivery Budget Implementation Plan for 2014/15
- That funding be sourced for the development of cemeteries with a lifespan of 10 years at a basic level of cost of R900 000.00 per cemetery with the priority program being for Wards 4, 5, 6, 7 and 10
- That an EPWP program be applied for through the department of public works to structure a maintenance team/s for the maintenance programs of existing cemeteries within the Kouga Region

3.18 Caravan Park And Camping

3.18.1 Overview

The co-ordination and control of all resorts and Caravan Parks within the Kouga jurisdiction.

3.18.2 Strategic objectives

The Communities have access to **Resorts** which are well managed and maintained

3.18.3 Description of activities

- Upkeep and Maintenance of all Council Caravan Parks and Resorts
- Identify need and respond to customer care to ensure customer satisfaction.
- Strategic Marketing of facilities
- Reconciliations
- Reservations and Bookings

3.18.4 Key challenges

- It is a known fact that the Humansdorp resort used to be a very profitable entity, reason being that the swimming pool was for resort users only. However, with the opening of the swimming pool to the general public, the number of prospective holiday makers at this resort has declined.
- The Maintenance of these resorts is not up to standard due a lack of resources.
- There is no clear direction as to what will happen with the Gamtoos and "Yellow Woods Resort".
- The ownership of the Gamtoos Resort is also a question that needs to be addressed.
- Lack of operational staff also resulted in Resorts being neglected in terms of its maintenance programme

3.18.5 Recommended Solutions

- That the finances generated within this service delivery program be utilised for the upkeep and maintenance or improvements of these facilities.
- That Council investigates the viability of this program in relation to its core functional priorities.

3.19 Parks And Open Spaces

3.19.1 Overview

The establishment, upkeep and maintenance of public open spaces within the Kouga area.

3.19.2 Strategic objective

- The Communities have access to Public Open Spaces and Gardens which are well managed and maintained.

3.19.3 Description of activities

- Moving of Grass (Verges, Picnic Areas, Public Open Spaces
- Alien Vegetation/ Bush Clearing
- Maintenance program for water plants, verges, open spaces, play parks.
- Removal of debris
- Maintenance, Upkeep and Beautification of open spaces, gardens and entrances
- Maintenance of existing play parks
- Development of new play parks
- Procuring of equipment for play parks
- Planting, Trimming and Felling of trees

3.19.4 Key challenges

- The need to establish an urban conservancy (Street Committee) by involving the Ward Councillor and Ward Committees in intensified environmental education campaigns throughout Kouga, involving both the schools and the community as a whole. These talk shops/workshops and community meetings should be used to inform the community of the consequences of littering in relation to existing and new by-laws to be put in place. This should be done on a regular basis, intensify this in the first and second quarter of the current financial year.
- Introduction of tariffs through a public participation program
- Upgrading of existing play parks to set standards.
- Procuring of new playing equipment in the various play parks
- Plant trees at the various play parks on sidewalks
- The development of a sustainable Municipal open space plan and or the improvement thereof
- Development of a sustainable strategic replacement plan for all vehicles, plant and equipment
- All new developments must include facilities for parks and cemeteries and sport facilities.

3.19.5 Recommended Solutions

- That existing play parks be upgraded and maintained in a sustainable manner.
- That a proper public participation program be develop to engage affected communities to create a sense of ownership.
- That Council considers the development of a sustainable strategic replacement plan for all vehicles, plant and equipment.
- That Council ensures that all new developments cater for sufficient land provision through the Spatial Development Framework to accommodate these recreational facilities.

3.20 Cleansing Services

3.20.1 Overview

The provision of cleansing services in the overall maintenance and cleansing program within the Kouga area.

3.20.2 Strategic objective

Communities live in a clean environment that is maintained and managed in a sustainable manner.

3.20.3 Description of activities

- Litter Picking
- Street Sweeping
- Cleansing of Furrows
- Mop-up operations

3.20.4 Key Challenges

- The need to establish an urban conservancy (Street Committee) by involving the Ward Councillor and Ward Committees in intensified environmental education campaigns throughout Kouga, involving both the schools and the community as a whole. These talk shops/workshops and community meetings should be used to inform the community of the consequences of littering in relation to existing and new by-laws to be put in place. This should be done on a regular basis, intensify this in the first and second quarter of the current financial year.
- All new RDP housing Development project to include the provision of the Wheelie-bin / household
- **A common misconception exists that littering create jobs for people as street cleaners.**
- Developing new by-laws concerning littering and dumping that introduce stiffer penalties for offenders.
- We have no green belt/open space management method in place.

3.20.5 Recommended Solutions

- Those parts of the new housing development program the 240l Wheelie-bin forms part of the infrastructure plan.
- That those Law-enforcement officials are equipped to ensure compliance with all waste related legislation and regulations.
- That a green belt/ open space management method be developed and put in place.

3.21 Fire & Disaster

3.21.1 Overview

In 2000 the Kouga Municipality was assigned the function of providing Fire Services to the entire Kouga area which include Jeffreys Bay, St Francis Bay, Cape St Francis Bay, Oyster Bay, Humansdorp, Hankey, Patensie, Lorie and Thornhill.

A total of fifteen (15) staff was transferred from the WDC to Kouga Municipality and they were initially housed in the St Croix Street Premises opposite the stores. Alternative premises were the station in St Francis Bay and later after negotiations the Traffic Department, house the Headquarters of Kouga. Equipment in the form of Fire Engines, rescue equipment, specialized fire equipment and support vehicles were added to the Fire Services fleet.

Satellite fire stations were also established in Hankey and Jeffreys Bay to render fire fighting services in these areas.

3.21.2 Strategic Objectives

Objective	Strategy	Priorities
Assist with the implementation of the fire service plan and improve the effectiveness and efficiency by responding to emergencies with trained and equipped fire fighting staff, fire-fighting vehicles and within acceptable response times.	Establish satellite fire stations in identified areas to provide secure parking for expensive fire vehicles and equipment. Kouga to recruit and or appoint additional fire fighting staff, Acquire fire/rescue vehicles, equipment and tools.	Recruit and appoint Fire Staff. Kouga to identify properties to renovate or built new low cost fire satellite stations. Recruit and/or appoint fire service support staff. Purchasing of vehicles and equipment.
Assist with planning, co-ordination and training of fire officers, fire fighters, Reservists and volunteers.	Engage Kouga on training program and skills level and ensure on-going training to staff and volunteers	Training of fire officer/s and volunteers as per annual training program and National Standards.
Make public aware of the dangers of fires.	Present annual awareness campaigns to schools and communities at risk.	Present minimum of 24 campaigns annually at Primary schools in mostly rural areas, educate business of their responsibility, inspect and enforce.

Promote and co-ordinate cross border fire service assistance and mutual agreements	Develop a cross border assistance agreement and engage LM to enter into agreements with bordering local municipalities.	Submit proposal to forum for joint support and approval
Plan, co-ordinate and support Fire Protection Associations in Kouga area and provide training.	Establish Fire Protection Associations to protect rural communities at risk. Provide training Support registered Fire Protection Associations	Identify areas. Promote and assist with registration Assist with training of members/volunteers

3.21.3 Description of Activities

- Preventing the outbreak or spread of fire
- Fighting or extinguishing of fire
- The protection of life and property against a fire or other threatening danger
- The rescue of life or property from a fire or other danger
- Conduct fire safety inspections and fire awareness campaigns
- Attend to all emergency related incidents.
- Maintain fire-fighting equipment and vehicles on a daily basis.

3.21.4 Key Challenges

Inadequate water reticulation and formal water sources, [water is the life-blood of a fire service] hampers service delivery.

The diverse topography and poor road infrastructure, distances to remote communities and poor communications also hamper the effectiveness of the service.

The challenges have been addressed by procuring rough terrain vehicles with large water carrying capacities.

Community awareness, especially at schools and ward level has gone a long way to inform and educate rural communities in the process of alerting fire services and in the prevention of fires.

Travelling distances between towns in Kouga area hampers effective service delivery.

- Establishment of satellite fire stations in Patensie, Lorie, Thornhill and Oyster Bay, whilst St Francis Bay fire station needs to be 24/7 operational as a matter of urgency.

- Vehicles and equipment.
- Appointment of staff.
- To get all relevant roll players on board and to attend the meetings for the establishment of fire protection associations in Kouga.

A full time professional Fire Service will provide support to nearby towns and areas with experience, operational support, training, awareness programs, demonstration, fire prevention, law enforcement. The most important advantage of an integrated fire service is the rapid deployment of specialized vehicles, equipment and staff to all areas or towns throughout the district with less duplication and cost.

3.21.5 Recommended Solutions

- Sufficient budgeting processes for the provision and upgrading of infrastructure in Kouga to address water problems, roads, etc.
- The appointment of staff and filling of vacant positions
- Purchasing of new equipment and vehicles
- The establishment of satellite fire stations in Oysterbay, Patensie and Thornhill
- To be cost effective and efficient it is advised that Fire and Emergency Services in The Kouga Area should be an integrated service, the areas and towns be categorized and a minimum standard of service delivery to be determined for all communities at risk.

3.21.6 Low Risk and High Risk Areas in Kouga

In order to determine the level of fire services in a particular area or town it would be necessary to categorise these areas/towns in the Kouga region.

The risks in Kouga Municipality can be categorized as follows:

- i) Low Risk areas/towns
- ii) Medium Risk areas/towns
- iii) High Risk areas/towns

The areas in this report are categorized based on experience, observation and past history of the area as far as fires and emergencies are concerned. A more scientific approach is recommended if the categories of the area and towns are not acceptable. The categories are important to determine the level of service and budgets for each area/town.

Low Risk area

A brief description of low risk areas would be those areas, towns and settlements where the number, size and intensity of fires and emergencies are historically low. The potential for fires and emergencies are also low due to low population density and low social and economic activities. The need to enforce Fire Prevention on a regular basis is also low. The number and size of vegetation fires are also low and mostly seasonal.

Typical example of low risk areas

Hankey
 Patensie
 Thornhill
 Lorie
 Oyster Bay

Level of fire service for low risk areas - Satellite full time fire service

Training skills required by staff at low risk areas

Fire fighter 1 & hazmat awareness
 Code EC1 driver's license.
 Level 3 First Aid

3.21.7 Fire fighting vehicles and equipment

One medium pumper with large tank capacity
 One bush fire fighting vehicle

Equipment and Protective wear

Basic fire fighting equipment and protective clothing (per crew).

Buildings

Secure storage facilities for above assets.
 The building may be an existing building or purpose built. **Currently only one (1) satellite fire station in the area operating 24/7.**

Support services

The above mentioned areas will be supported by the headquarters in Humansdorp. When the situation is of such nature that the fire service can't cope, assistance will be sent from the Sarah Baartman District.

3.21.8 Medium Risk areas

A brief description of a medium would be established towns with built up areas, commercial buildings, factories and shops not higher than two storeys. Significant social and economic activities and impact of fires may be high if not contained. Regular fire prevention activity and enforcement are required. The area or town has a history of all types of fires and emergencies that include motor vehicle accidents on a regular basis. The frequency of vegetation fires is also low and mostly seasonal.

Typical example of medium risk areas/towns

St Francis Bay and surroundings
Humansdorp
Jeffreys Bay

Level of fire service - professional fire service

Fire Fighting staff

Full time Fire Fighting staff as indicated in the above mentioned Organogram.

Training skills

Fire fighter 1 and hazmat awareness
Fire fighter 2 and hazmat operational
Drivers licence EC1
BAA Basic Ambulance Assistant
LVR Light Vehicle Rescue
Higher certificate SAESI Exams

Professional staff to operate a professional fire fighting services 24/7.

Fire Fighting vehicles and equipment

One medium pumper
One major pumper
One tanker for water capacity
One bush fire vehicle
Rescue vehicle with specialized equipment
Hazmat vehicle

Equipment and Protective wear

Basic Fire Fighting equipment, rescue equipment for above vehicles and protective clothing for all crew including Officer.

Buildings

Secure professional fire station building.
The building may be an existing building or purpose built.
St Francis building (currently in the process of upgrading the station.)

High Risk areas

A description of a high-risk area or towns will be well-established towns, large built up areas, high buildings, commercial buildings, factories, large shops and influx of seasonal tourists.

Main roads passing the towns with high frequency of motor vehicle accidents, multi vehicle accidents and hazmat incidents. Specialized equipment often required to effectively and efficiently deal with incidents. Fire prevention and law enforcement activities are very important due to social and economic activities. Plantation, bush and grass fires are frequent and throughout year.

Full time professional fire and emergency services must be strategically placed to assist low and medium risk areas and towns as an integrated service.

Typical high-risk areas/towns

Total numbers of incidents attend to during 2014/2015

DETAILS OF INCIDENTS	PREVIOUS YEAR 2013/2014	CURRENT 2014/2015
INDUSTRIAL/POWER BOX/POLE/A/BOARD	12	11
STORES / WAREHOUSES/HALL	4	8
SCHOOL/CHURCHES	2	0
INFORMAL STRUCTURES	64	79
RESIDENTIAL	18	39
OFFICES / SHOPS	5	1
COMPLEX FIRE/FLATS	0	1
TRANSPORT	11	18
GRASS/BUSH/ RUBBISH	267	233
SPECIAL SERVICES	9	10
RESCUES	119	131
CARAVAN FIRES/CONTAINERS/LAPA	1	0
FALSE ALARMS	13	18
TOTAL	525	549

Fire prevention activities for 2014/2015

FIRE PREVENTION ACTIVITY	PREVIOUS YEAR 2013/2014	CURRENT YEAR 2014/2015	NEW TOTAL
INSPECTIONS	107	132	239
RE-INSPECTIONS	22	23	45
FIRE –INVESTIGATIONS	27	15	42
CONSULTATIONS	145	89	234
PLANS REVIEWED	95	174	269
PLANS APPROVED	47	237	284
FIRE HYDRANTS INSPECTED & SERVICED	466	170	636
CONTROLLED FIRE INSPECTIONS	41	227	268
OVERGROWN PLOTS	23	37	50
KILOMETERS TRAVELLED	7150	7223	14373
TOTAL	8123	8377	16440

Overview of the present status of Kouga Fire Department

AREA	STAFF	LEVEL OF TRAINING	BUILDING	EQUIPMENT	VEHICLES
St Francis/Cape St Francis and Oyster Bay	Four (4) Retained fire fighters	Basic fire fighting training	Satellite fire station in St Francis Bay, St Francis drive.	Basic equipment for formal and informal structures as well as bush fires	One Dennis pumper One Toyota tanker (1991 Model)
Jeffreys Bay	1 x Station Commander 7 x fire fighters 6 x Retained Fire Fighters	Fire Fighter Two Fire Fighter One Hazmat Awareness and Operational Level 3 First Aid	St Croix Street Jeffrey's Bay/ Shear with Supply Chain. Need to relocate Supply Chain to fully use Fire Station	Basic equipment for formal and informal structures as well as bush fires	One major pumper (Dennis 1993 Model) One Toyota Land Cruiser – 1994 model

Hankey	Seven (7) Learner fire fighters	Basic fire fighting training	Satellite fire station on the corner of Damon street and Main.	Basic equipped for informal structure and bush fires.	One Toyota Land cruiser 4X4 LDV with skid unit
Humansdorp	One (1) CFO One (1) Platoon Officer Three (3) Senior Fire Fighters Six (6) fire fighters Three (3) Retained fire fighters Three (3) control room operators	Certificate in Fire Technology Fire Fighter Two Fire Fighter One Light Vehicle Rescue Basic Ambulance Course Basic Fire Fighting Advance fire prevention course	One station shared by Traffic and Fire	Well equipped with fire-, rescue equipment and protective clothing.	Two Skid unit 4x4 Two LDV Toyota (2010) Rescue/Haz mat Ford Ranger (2007) One Nissan Tanker (1990) Toyota Hino medium Pumper (2006)

OPERATIONAL VEHICLES

Type of vehicle	Where operational	Model	Replacement
Dennis	Jeffrey's Bay	1993	No (was refurbished)
Dennis	St Francis bay	1994	No
Toyota Tanker	St Francis Bay	1990	No
Nissan Tanker	Humansdorp	1991	No
Toyota Hino	Humansdorp	2006	No
Toyota Land cruse	Hankey	2009	No
Toyota Land cruse	Humansdorp	2009	No
Toyota Land cruse	Humansdorp	2004	No
GMC	Humansdorp	1987	Yes
Ford Ranger	Humansdorp	2006	No
Ford LDV	Humansdorp	2002	Yes

STAFF TRAINING

Staff completed fire fighter one and hazmat awareness	Staff completed fire fighter two and hazmat operational	Staff completed Basic Ambulance Assistant Course (BAA)	Staff completed Level 3 First Aid Course	Staff completed Higher Certificate, Diploma & Higher Diploma
2	2	0	5	3

3.22. DISASTER MANAGEMENT**3.22.1 Responsibilities Of Disaster Management Officer**

- Integrated institutional capacity for Disaster Risk Management
- Disaster Risk assessment
- Disaster risk Reduction
- Response and Recovery

3.22.2 Information Management and Communication

- Education, training, public awareness and research
- Funding arrangement for disaster risk management

3.22.3 Disaster Satellite Centre Fully Equipped (Needed)

- The current satellite centre is not up to standard, we still need to add some rooms for offices, boardroom and control room.

3.22.4 Challenges

- Approval of disaster plan.
- To conduct an updated ward based risk assessment plan (funds needed)
- Sarah Baartman appointed a service provider to do a risk assessment plan.
- Sub Committees to keep information updated in order to keep disaster plan updated.
- Upgrade the disaster management centre.
- Approval of disaster plan.
- Appoint staff in disaster management section, currently one (1) official responsible for disaster management in the Kouga area

Overview Disaster Management Plan

Kouga Disaster Management Plan was submitted to a Policy Workshop for review and the adoption thereof.

The plan was adopted by council with its resolution.

Strategic Objective

KOUGA DISASTER RISK MANAGEMENT POLICY FRAMEWORK (DISASTER MANAGEMENT ACT 57 OF 2002 - SECTION 42)

The Kouga Municipal Disaster Management Advisory Forum (KMDMAF) must establish and implement a policy framework for Disaster Risk Management in the municipality aimed at ensuring an integrated and common approach to Disaster Risk Management entities in its area.

The Kouga Municipal Disaster Risk Management Policy Framework will be –

- (a) consistent with the provisions of the Disaster Management Act;
- (b) consistent with the District Disaster Risk Management Framework; and
- (c) consistent with the Disaster Risk Management Policy Framework of the Provincial Government: Eastern Cape.

The Disaster Risk Management Centre (DRMC) will be the custodian of the Municipal (or Kouga -wide) Disaster Risk Management Plan.

Individual Services / Directorates, Departments and other role-players / entities will be responsible for the compilation and maintenance of their own Services / Entity's Disaster Risk Management plans. Along with the various **specific** Hazard DRM Plans, the Service / Entity DRM Plans will be considered as integral parts of the Municipal Disaster Risk Management Plan.

Disaster Management Plan – Objective

The Municipal Disaster Risk Management Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act, 57 of 2002, as well as the related provisions of the Municipal Systems Act, 32 of 2000.

The purpose of the Municipal DRM Plan is to outline policy and procedures for both the proactive disaster prevention and the reactive disaster response and mitigation phases of Disaster Risk Management.

It is intended to facilitate multi-agency and multi-jurisdictional co-ordination in both proactive and re-active related programs.

Description of Advisory

MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM (MDMAF)

It is the responsibility of the Kouga Municipal Disaster Management Advisory Forum to approve the compilation and maintenance of a Municipal Disaster Risk Management Plan which will be compiled and maintained by the Kouga Disaster Risk Management Centre, as well as the incorporation of the relevant supportive hazard or risk-specific and Service / Entity DRM Plans.

The Disaster Management Advisory Forum shall review the Municipal DRM Plan on a regular basis. It must make recommendations for changes that are considered appropriate and that the required support documents, organization, resources, training and facilities are in place at **all** of the participating Entities to ensure a viable emergency / disaster response structure for the Kouga .

The Municipal DMAF must oversee the assigning project teams to address specific risks and develop risk-specific plans by the Joint Disaster Risk Reduction Management Committee (JDRRMC) - refer to the functions of the JDRRMC in **(Paragraph 6.4.)**

JOINT DISASTER RISK REDUCTION MANAGEMENT COMMITTEE (JDRRMC) AND SPECIAL HAZARD / RISK-SPECIFIC AND SERVICE / DEPARTMENTAL TASK TEAMS

The Joint Disaster Risk Reduction Management Committee (JDRRMC) will comprise designated senior personnel from each of the Kouga Directorates who will be the Disaster Management "links" or "nodal points" into their respective Directorates and will be the conduit for especially proactive/ risk reduction initiatives. Senior staff of external Organizations" will also serve on the JDRRMC and will fulfill similar roles to those of the Kouga representatives. Special Hazard / Risk-specific Task Teams will be responsible to plan, manage and complete multi-disciplinary projects and produce the necessary DRM Plans in the **pre-disaster risk reduction and preparedness phases**.

They will continue with DRM Plan maintenance and readiness programs on an ongoing basis.

Special Task Teams may also be convened to address specific risk-mitigation issues during the **post-disaster recovery and rehabilitation phases**. Such Teams will determine their respective terms of reference and deliverables under the direction of the (JDRRMC) and the Kouga Disaster Risk Management Advisory Forum, in association with the Disaster Co-ordination Team (DCT), as may be required by the nature and extent of the Incident.

The Municipal DMAF will delegate the (JDRRMC) to ensure that Hazard / Risk-specific Task Teams, as well as Service / Departmental Teams are convened and maintained to address risk-specific Disaster Risk Management plans which have the highest risk to the Kouga, i.e. DRM Plans for nuclear emergencies, flooding and storms, Climate Change, Earthquakes, Transport Incidents, Hazardous Materials Incidents, etc. as well as mass events preparedness. Policies, plans and procedures that address efficient incident management and inter-disciplinary co-operation during incidents are to be included in these DRM Plans.

The input of specialist advisers in the various fields must be obtained on an ongoing basis. In the recovery and rehabilitation phase, these Project Teams will take over responsibility for recovery and rehabilitation from the Disaster Co-ordination Team (DCT) once the DCT is demobilized and / or in cases where recovery and rehabilitation takes place over an extended and protracted period.

A Special Task Team under a specific line function / department may also be convened to take responsibility for activities that address the causal factors of any disaster or major incident occurrence.

Such Teams will receive a brief from, and report back to the Municipal Disaster Management Advisory Forum and to senior management. They will work in close co-operation with the DRMC. Their recommendations must be incorporated into the respective hazard / risk-specific and Departmental DRM Plans and, if necessary, be incorporated into the Municipal DRM Plan.

3.22.5 Key Challenges

- Shortage of staff in the Disaster Management Component
- Drafting of the Legislation requirements like Disaster Framework
- Disaster Management Advisory Forums

3.22.6 Recommendation Solutions

- Approval of the Disaster Risk Management Plan
- Review of the Disaster Management Advisory Forums
- Functioning of the Disaster Advice Committee Steering meetings

Low, Medium and High Risk areas in Kouga

Nr	Call	HIGH	LOW	Challenges
1.	Humansdorp	Floods Domestic Fire		Storm Water System Maintenance. Informal Settlement Areas Social factors
2.	ST Francis Bay	Domestic Fire Structure Fire Flooding	Rising Sea Levels	Domestic fire is High in the Formal and Informal areas due to Social Challenges Structure Fire is a High risk due to Electrical and social factors Sea Risen due to Climate Change and Global Warming factors. Formal and Informal areas get flooded due to lack of storm water system and its maintenance
3.	Oyster Bay	Flooding Domestic Fire		Formal and Informal areas get flooded due to lack of storm water system and its maintenance.

			Rising Sea Levels	Domestic fire is High in the Formal and Informal areas due to Social Challenges Sea Risen due to Climate Change and Global Warming factors
4.	Jeffery's Bay	Domestic Fire Flooding	Rising Sea Levels	Domestic fire is High in the Formal and Informal areas due to Social Challenges Formal and Informal areas get flooded due to lack of storm water system and its maintenance. Sea Risen due to Climate Change and Global Warming factors.
5.	Thornhill	Flooding Domestic Fire	Field Fire (Bush Plant)	Formal and Informal areas get flooded due to lack of storm water system and its maintenance Domestic fire is High in the Formal and Informal areas due to Social Challenges. Bush fire and Plantation forestry
6.	Hankey	Domestic Fire Flooding		Domestic fire is High in the Formal and Informal areas due to Social Challenges. Informal Settlement Stofwolk
7.	Patensie	Domestic Fire Flooding		Domestic fire is High in the Formal and Informal areas due to Social Challenges. Flooding is more in the low line farm areas

CHAPTER 4 LED & TOURISM PERFORMANCE

4.1 Local Economic Development

4.1.1. Local Economic Development Service Delivery Strategy

The LED Plan of the Kouga Municipality was last reviewed in 2010 and is in the process of being reviewed again with the assistance of COGTA and Coega Development Agency. This process started in 2014 and is still under way.

The following plans are in process in conjunction with the above role players:

- LED Plan
- SMME Plan
- Rural Development Plan
- Business Attraction and Retention Strategy.
- Trade and Investment Strategy

The above is planned to be finalized in the 2015/2016 financial year.

The Annual Local Economic Development Service Delivery Strategy for the LED, Tourism and Creative Industries Directorate (LED, Tour & CI) is identified in the IDP funded projects for the financial year, which is budgeted for, and on which the Service Delivery, Budget and Implementation Plan (SDBIP) is based. From the SDBIP, work plans are created in consultation with staff to determine the implementation plans (timeframes and budgets included) for the year. This is monitored continuously and reported on throughout the year.

We have a Memorandum of Agreement with the Kouga Local Tourism Organization, the Heritage Council, the Sports Council and the Humansdorp Museum, which are the Private Umbrella Bodies for the Development of Tourism, Heritage and Sport in the Kouga Municipal Area. Grants in Aid as well as funding for special projects are allocated to these organisations, to further the development of Arts and Culture in the Municipal Area. The municipality monitors the Arts Council through meetings, discussions and quarterly reporting procedures.

Main Role Players

Political Role Players

There is a Portfolio Committee for LED with a Councillor chairing the Committee.

Staff role players

The staff component consists of the following:

Director LED and Tourism and her PA

Manager LED and Tourism

SMME Officer, Agricultural Officer (contract), Rural Development Officer

Other role-players

DRDAR, DRLAR, SEDA, NYDA, DEDEAT, DTI, Social Dev, NHBRC, CIDB, Irrigation Board, Water Affairs and Sanitation, DOE, SEFA, ECDC, Mpofu Training Centre, Coega Dev Corporation, COGTA, Sarah Baartman District Municipality, New Generation Mindset.

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Community role players

Business Chambers, Cooperatives Forum, Commonage Forums, Back Yard Gardens Forums, SMME Forums and individuals who visit our offices on a daily basis.

4.1.2 Levels and Standard in Local Development

4.1.3 Annual Performance as per Key Performance Indicators in Local Economic Development

	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
1	Existence of LED unit	Yes. 5 staff Director 1 Manager LED SMME Officer Rural Dev Officer Agricultural Officer	There is unit 4 Staff No LED Manager, the post was combined with the Tourism and Creative Industries Manager. Agriculture Officer on contract which was terminated.	80%
2	Percentage of LED Budget spent on LED related activities.	100		
3	Existence of LED strategy	100% Completion of LED Strategy Review	The LED Plan of the Kouga Municipality was last reviewed in 2010 and is in the process of being reviewed again with the assistance of COGTA and Coega Development Agency.	50%

	Indicator name	Target set for the year	Achievement level during the year (absolute figure)	Achievement percentage during the year
			This process started in 2014 and is still under way.	
4	Number of LED stakeholder forum meetings held	No baseline set	3	
5	Plans to stimulate second economy	Not stipulated	30	
6	Percentage of SMME that have benefited from a SMME support program	250	837 SMME's	334.8%
7	Number of job opportunities created through EPWP			
8	Number of job opportunities created through PPP	50 Temporary Jobs	133	266%

4.1.4 Major Challenges in Local Economic Development and Remedial Actions

Staff Shortages: Review by MM on appointment of staff.

Red Tape: Compile red tape reduction strategy

Lack of information regarding possible nuclear power station development and opportunities.

Investment in the area: Finalize Trade and Investment Strategy and business retention and attraction strategy.

Low budget for department.

4.2 Tourism and Creative Industries

4.2.1 Tourism and Creative Industries Service Delivery Strategy

The LED Plan of the Kouga Municipality was last reviewed in 2010 and is in the process of being reviewed again with the assistance of COGTA and Coega Development Agency. This process started in 2014 and is still under way.

The following plan is currently being compiled

- Heritage Plan

The Annual Local Economic Development Service Delivery Strategy for the Directorate LED, Tourism and Creative Industries (LED, Tour & CI) is identified in the IDP funded projects for the financial year, which is budgeted for, and on which the Service Delivery, Budget and Implementation Plan (SDBIP) is based. From the SDBIP, work plans are created in consultation with staff to determine the implementation plans (timeframes and budgets included) for the year. This is monitored continuously and reported on throughout the year.

Main Role Players

Political Role Players

There is a Portfolio Committee for Tourism and Creative Industries with a Councillor chairing the Committee.

Staff role players

The staff component consists of the following:

Director LED and Tourism and her PA

Manager LED and Tourism

Tourism and Heritage Officer.

Sports officer (on contract)

Other role players

DSRAC, ECPTA, DEDEAT, Dept Education, SAHRA, Dept Soc Dev

Community role players

Kouga Tourism Organization, Kouga Sports Council, Kouga Heritage Council, Humansdorp Museum, Trainers and Educators, Individual, etc

4.2.2 Levels and Standard in Tourism and Creative Industries

4.2.3 Major challenges in Tourism and Creative Industries remedial action

- Budget restrictions.
- Permanent appointment of a Sports and Arts and Culture Officer
- Review of Tourism Sector Plan

4.3 Maintenance and improvement of assets, including in partnerships

- With private sector
- Signage development
- Repairs to the Kouga Cultural Centre

CHAPTER 5: MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

5.1 FINANCIAL HEALTH OVERVIEW

In order to provide an overview of the key outcomes for the 2014/15 financial year, it is necessary to compare the 2014/15 Adjustments Budget, the actual financial results, the actual cash inflows and cash outflows, and the actual expenditure and revenue trends for the period, July 2014 to June 2015.

The financial performance highlights, based on the audited results, are as follows:

5.1.1 Financial Performance

Actual operating revenue (excluding capital grants) amounted to R 543,00 million, whilst actual operating expenditure amounted to R 578,8 million, resulting in an operating deficit of R35,85 million. The 2014/15 Adjustments Budget for operating revenue (excluding capital grants) amounted to R609,50 million, whilst operating expenditure amounted to R 677,82 million, resulting in a budgeted deficit of R68,32 million.

It should be noted that the 2014/15 actual operating revenue of R 670,08 million, included an amount of R 127,07 million, which relates to capital grants recognised. Similarly an amount of R 35,16 million is included in the Adjustments Budget amount of R 644,66 million, which relates to capital grants.

The following, however, needs to be noted:

The operating revenue for Property Rates and Service Charges was lower than anticipated in the 2014/15 Adjustments Budget, due to the following factors:

Property Rates

Property rates revenue raised, amounted to R128,58 million, compared to the Adjustments budgeted amount of R139,74 million. It should be noted that the revenue raised, has been reduced by an amount of approximately R12,40 million, relating to free basic services provided to qualifying indigent consumers, in accordance with the Municipality's Indigent Policy, which is funded from the equitable share.

After taking into account the indigent subsidies, the Property Rates Revenue raised was approximately R11,16 million less than budgeted.

Service charges – Electricity Revenue

Electricity revenue raised, amount to R215,21 million, compared to the Adjustments budgeted amount of R250,83 million. It should be noted that the revenue raised, has been reduced by an amount of approximately R3,25 million, relating to free basic services provided to qualifying indigent consumers, in accordance with the Municipality's Indigent Policy, which is funded from the equitable share.

After taking into account the indigent subsidies, the Electricity Revenue raised was approximately R35,62 million less than budgeted. This is attributable to actual electricity consumption patterns being lower than anticipated.

Service charges – Water Revenue

Water revenue raised, amounted to R32.91 million, compared to the Adjustments budgeted amount of R32.62 million. It should be noted that the revenue raised has been reduced by an amount of approximately R10,44 million, relating to free basic services provided to qualifying indigent consumers, in accordance with the Municipality's Indigent Policy, which is funded from the equitable share.

After taking into account the indigent subsidies, the Water Revenue raised was approximately R291,179 more than budgeted. This is attributable to actual water consumption patterns being higher than anticipated.

Service charges – Sanitation Revenue

Sanitation revenue raised, amounted to R37,33 million, compared to the Adjustments budgeted amount of R30.97 million. It should be noted that the revenue raised has been reduced by an amount of approximately R8,51 million, relating to free basic services provided to qualifying indigent consumers, in accordance with the Municipality's Indigent Policy, which is funded from the equitable share.

After taking into account the indigent subsidies, the Sanitation Revenue raised was approximately R6,36 million more than budgeted. This is attributable to actual water consumption patterns being higher than anticipated as the sanitation charges are directly linked to water usage.

Service charges – Refuse Revenue

Refuse revenue raised, amounted to R45.87 million, compared to the Adjustments budgeted amount of R47,44 million. It should be noted that the revenue raised has been reduced by an amount of approximately R10,28 million, relating to free basic services provided to qualifying indigent consumers, in accordance with the Municipality's Indigent Policy, which is funded from the equitable share.

After taking into account the indigent subsidies, the Refuse Revenue raised was approximately R1,56 million less than budgeted.

Property Rates and Services Revenue:

Property Rates and Services	2014/15 Adjustments Budget (including indigent subsidies)	Actuals 2014/15 (including indigent subsidies) R	Variance R	Indigent Subsidies R
Property Rates	139,740,394	128,579,927	(11,160,467)	12,402,932
Electricity	250,832,309	215,207,840	(35,624,468)	3,254,243
Water	32,621,098	32,912,277	291,179	10,436,039
Sanitation	30,970,890	37,326,091	6,355,201	8,513,607
Refuse	47,435,024	45,874,578	(1,560,446)	10,281,224
Total	501,599,715	459,900,713	(41,699,002)	44,888,045

Rental of facilities and equipment:

The revenue amounted to R1.39 million, compared to the adjustments budgeted amount of R1.14 million. The previous year's actual amounted to R276 049.

However, in order to further enhance the income derived from this revenue source, market related rentals should be charged relating to all Council's properties. An investigation should be undertaken to determine the revenue potential of this source, including the factors that are impeding this revenue source from achieving its full potential.

Fines:

The revenue amounted to R1.74 million, compared to the adjustments budgeted amount of R8.18 million. The actual fines collected, only constituted 21.46% of the adjustments budgeted amount. It is evident that in order to achieve the collection of traffic fines at the level initially anticipated in the original 2014/15 Budget, a significant improved effort is required from the Social Services Directorate.

Transfers recognised – Operational:

The revenue amounted to R 77.54 million (89.78%), compared to the Adjustments budget amount of R 86.37 million. The reason for the variance is due to the environmental and Library subsidies not realising according to the applications submitted to the relevant departments.

The following accounts for the performance of grants and explains the variance:

DORA Operating Grants:**1. Expanded Public Works Programme (EPWP)**

- a) This grant is to incentivise municipalities to expand work creation efforts through the use of labour intensive delivery methods.

DORA Allocation:	R1 285 000
Amount of Grant Received:	R1 285 000
Actual Expenditure:	R1 285 000
Unspent as at 30 June 2015	R 0

As at 30 June 2015, the DORA allocation was fully spent.

2. Finance Management Grant

This grant is to promote and support reforms in financial management by building capacity in municipalities to implement the Municipal Finance Management Act (MFMA). DORA Allocation:

	R1 600 000
Amount of Grant Received:	R1 600 000
Actual Expenditure:	R1 600 000
Unspent as at 30 June 2015:	R 0

As at 30 June 2015, the DORA allocation was fully spent.

3. Municipal Systems Improvement Grant

This grant is to assist municipalities in building in-house capacity to perform their functions and to improve and stabilize municipal systems.

DORA Allocation:	R934 000
Amount of Grant Received:	R934 000
Actual Expenditure:	R934 000
Unspent as at 30 June 2015:	R 0

As at 30 June 2015, the DORA allocation was fully spent.

4. Disaster Recovery Grant

This grant is to rehabilitate and reconstruct municipal infrastructure damaged during the severe flooding in October 2012.

Amount of Grant Received:	R2 985 000
Expenditure to date:	R2 985 000
Unspent as at 30 June 2015:	R 0

As at 30 June 2015, the DORA allocation was fully spent.

Other Operating Grants

PROVINCIAL: HOUSING INFRASTRUCTURE

This grant is to provide funding to upgrade infrastructure to unlock human settlements and create sustainable human settlements.

Provincial Allocation:	R78 766 989
Amount of Grant Received:	R78 766 989
Actual Expenditure:	R78 766 989
Unspent as at 30 June 2015:	R 0

As at 30 June 2015, the allocation was fully spent.

Interest Earned – External Investments:

Interest earned – External investments amounted to R2,43 million, compared to the adjustments budgeted amount of R1,59 million. This was mainly due to additional investments being made during the 2014/15 financial year, as well as slightly higher interest rates being available for investment purposes.

Interest Earned – Outstanding Debtors:

Interest earned – Outstanding debtors amounted to R3,93 million, compared to the adjustments budgeted amount of R5,89 million. This revenue source has decreased from R7.25 million in the 2014/15 Original Budget to R5.89 million in the 2014/15 Adjustments Budget.

Interest is also influenced by the extent of outstanding debtors. The interest raised on outstanding debtors may not necessarily result in a cash inflow for the Municipality.

Other revenue:

Other revenue amounted to R19,71 million, compared to the Adjustments budgeted amount of R22.54 million.

Licences and Permits:

Licences and permits revenue amounted to R6,50 million, compared to the Adjustments budgeted amount of R9,22 million. This main reason for the variation is an under collection of vehicle licences and registrations.

The Operating Expenditure was lower than anticipated in the 2014/15 Adjustments Budget, due to the following factors:

Finance Costs – External Borrowing:

The interest expense is in line with the Municipality's loan repayment obligations.

Debt impairment:

Bad debts are written off upon Council's approval. Debt impairment amounted to R17,31 million, compared to the adjustments budgeted amount of R49,68 million. Debt impairment was consequently R32,37 million less than anticipated in the 2014/15 Adjustments Budget.

Repairs and Maintenance:

Below is an analysis of actual repairs and maintenance expenditure by Directorate, compared to the 2014/15 Adjustments Budget.

Directorate	2014/15 Adjustments Budget R	Actual as at 30 June 2015 R	% of Adjustments Budget
Administration, Monitoring & Evaluation	1,068,305	692,388	65%
Finance	2,656,340	1,536,999	58%
Social Services	10,753,470	6,284,541	58%
Infrastructure, Planning & Development	31,618,618	17,966,920	57%
LED, Tourism & Industries	428,124	26,186	6%
Total	46,524,857	26,507,034	57%

Repairs and maintenance was therefore under-spent by an amount of approximately R20,62 million, compared to the 2014/15 Adjustments Budget.

Conclusion:

The Municipality recorded an actual operating deficit of R 35,85 million, compared to the adjustments budgeted deficit in the amount of R68,32 million.

5.1.2 STATEMENT OF FINANCIAL POSITION**Net Assets:**

Net Assets increased from R2.18 billion (2013/14) to R2.27 billion (2014/15) due to the following:

Non-current Liabilities:

- Long-term liabilities decreased from R53,44 million in 2013/14 to R49,64 million in 2014/15, due to the redemption of loans. No loans were taken up during the 2014/15 financial year. As a result of financial affordability considerations, no further loan funding is anticipated over the 2015/16 MTREF.

- The Employee Benefit Liabilities increased during the 2014/15 financial year, based on an actuarial valuation. The liabilities consequently increased from R67,33 million in 2013/14 to R73,58 million in 2014/15. The Employee Benefit Liabilities consist of Post-Retirement Health Care Benefits and Ex-Gratia Pensions.

The net result is that the increase in non-current liabilities, accounted for a movement of R2,81 million in the net assets of the municipality.

Current liabilities:

Provisions:

The current provisions decreased by R1,58 million, mainly due to the environmental clean-up provision being reduced as a result of certain expenditure being incurred in the 2014/15 financial year.

Unspent conditional grants and receipts:

It is to be noted that unspent conditional grants decreased from R19,02 million in the 2013/14 financial year to R5,69 million in the 2014/15 financial year. There were no grants that required rollover applications.

It must be noted that in relation to the Non-DORA Provincial Housing grant, an amount of R4,78 million remained unspent as at 30 June 2015, which will be spent once the bulk infrastructure is upgraded.

Payables – Exchange Transactions:

Payables have decreased by R9 million from R84,42 million in 2013/14 to R75,42 million in 2014/15. The decrease was due to a slight improvement in the cash flow position of the municipality, year-over-year.

Payables – Non-Exchange Transactions:

Payables have increased by R1,61 million from R11,76 million in 2013/14 to R13,37 million in 2014/15. The increase was due to an increase in the deposits held by the municipality.

Current Portion of Long-Term Liabilities:

The current portion decreased by R13,06 million from R23,93 million in 2013/14 to R10,87 million in 2014/15. The decrease was mainly due to revised repayment terms, in accordance with an agreement concluded with DBSA .

The net result is that the decrease in Current liabilities accounted for a movement of R38,17 million in the Net Assets of the Municipality.

Non-current Assets:

- Property, Plant and Equipment increased by R32,21 million from R2.36 billion in 2013/14 to R2.39 billion in 2014/15.
- Intangible Assets, Investment property and Long-term receivables reflected slight movements.

The nett result is that the increase in Non-current assets accounted for a movement of **R31,73 million** in the Net Assets of the Municipality.

Current Assets:**Receivables:**

The increase in receivables amounted to R12,19 million, or 18,52%, when compared to the previous financial year.

Year	Gross Balances R	Impairment Allowance R	Carrying Amount R
2013/14	141 236 906	75 401 379	65 835 527
2014/15	162 577 367	84 551 801	78 025 566
Increase	21 340 461	9 150 422	12 190 039

Cash and Cash Equivalents

Cash and cash equivalents increased by R10.93 million from R28,75 million in 2013/14 to R39,68 million in 2014/15.

The net result is that the increase in Current assets accounted for a movement of R24,13 million in the Net Assets of the Municipality.

Conclusion:

The Municipality's financial position been influenced by the following factors:

- Cash and cash equivalents increased by R10,93 million (38,02%) from R28,75 million in 2013/14 to R39,68 million in 2014/15.
- Current Liabilities reduced by R38,17 million (20,98%) from R181,99 million in 2013/14 to R143,82 million in 2014/15.
- The continued escalation in outstanding debtors poses a risk to the municipality's continued financial sustainability.

5.1.3 FINANCIAL INDICATORS

The following ratios reflect the municipality's relative financial viability and sustainability:

		Actuals as at 30 June 2012	Actuals as at 30 June 2013	Actuals as at 30 June 2014	Actuals as at 30 June 2015
Borrowing Management					
Capital Charges to Operating Expenditure	Interest & principal paid/Total Operating Expenditure	3.78%	3.79%	4.83%	4.64%
Borrowed funding of "own" capital expenditure	Borrowings/Capital expenditure excl. transfers & grants	0%	0%	0%	0%
Debt Servicing Costs to Operating Revenue	Debt Servicing Costs / Total Operating Revenue - Conditional Grants	0.05	0.05	0.06	0.06
Liquidity					
Current Ratio	Current assets / current liabilities	1.46	0.54	0.54	0.86
Liquidity Ratio	Monetary assets / current liabilities	0.10	0.10	0.16	0.28
Revenue Management					
Annual Debtors Collection Rate	Billed Revenue / Receipted Revenue	94.12%	96.33%	96.07%	98.91%
Other indicators					
Cost coverage	(Cash and cash equivalents - Unspent Conditional Grants - Overdraft) + Short term investment / monthly fixed operational expenditure excluding (depreciation, amortisation, provision for bad debts, impairment and loss on disposal of assets)	0.09	0.23	0.25	0.85
Employee Costs	Employee Costs / Total Operating Expenditure	33.02%	35.41%	35.32%	36.77%
Capital Expenditure	Capital Expenditure / Capital Budget	82.33%	78.84%	21.35%	241.30%
Repairs and Maintenance as % of Total Operating Expenditure	Repairs and Maintenance / Total Operating Expenditure	2.78%	3.52%	3.81%	4.58%
Repairs and Maintenance as % of PPE (Book Value)	Repairs and Maintenance / Net PPE	0.59%	0.79%	0.95%	1.11%
Own Revenue Sources / Total Operating Revenue (Including operating grants)	Own Revenue Sources / Total Operating Revenue (Including Conditional Grants)	89.98%	87.04%	87.21%	85.72%

Comment on Financial Ratios

5.1.3.1 Capital Charges to Operating Expenditure

The Ratio indicates the cost required to service the borrowing. It assesses the Borrowing or Payment obligation expressed as percentage of Total Operating Expenditure.

5.1.3.2 Capital charges/Total Operating Expenditure to date

The ratio indicates that 4,64% of the Total Operating Expenditure was utilised for capital charges as at 30 June 2015, whilst the Municipality's audited ratio as at 30 June 2014 was 4,83%.

Borrowed funding of capital expenditure

This ratio indicates the proportion of borrowed funding to actual capital expenditure to date (excluding transfers and grants). The ratio also indicates the extent of capital expenditure being financed from borrowed funding compared to own and other funding sources, excluding transfers and grant funded expenditure.

The ratio is determined as follows:

Capital expenditure funded from Borrowings/Total Capital Expenditure to date (excluding transfers and grants)

As at 30 June 2015, the was 0% as no capital expenditure was funded from borrowings, whilst the Municipality's audited ratio as at 30 June 2014 was also 0%.

5.1.3.3 Debt Servicing Costs to Operating Revenue Ratio

This ratio indicates the proportion of debt servicing costs (interest and principal paid on borrowing) to actual operating revenue to date.

The ratio is determined as follows:

Debt Servicing Costs/Operating Revenue

As at 30 June 2015, the ratio was 0.06:1, compared to the previous financial year's audited ratio of 0.06:1 (30 June 2014)

5.1.3.4 Current ratio

The Ratio assesses the Municipality's ability to meet its Short-term Liabilities (Debt and Payables) with its Short-term Assets (Cash, Inventory, Receivables etc.).

The ratio is determined as follows:

Current assets/Current liabilities

As at 30 June 2015, the Ratio was 0.86:1, whilst the Municipality's audited ratio as at 30 June 2014 was 0.54:1

In terms of the MFMA Circular No. 71, the norm is between 1.5:1 to 2:1

The higher the current Ratio, the stronger the Municipality's financial capacity to meet its current obligations.

A ratio of below 1:1 would suggest that the Municipality would be unable to meet all of its current obligations as and when they fall due.

5.1.3.5 Liquidity Ratio

The liquidity ratio assesses a Municipality's ability to meet its short-term commitments from Monetary Assets.

The ratio is determined as follows:

Monetary assets/Current liabilities

A favourable ratio would ensure that the Municipality is able to settle its short-term commitments from monetary assets. The liquidity ratio as at 30 June 2015 was 0.28:1, whilst the Municipality's audited ratio as at 30 June 2014 was 0.16:1

The liquidity ratio is of the utmost importance to measure the financial liquidity and sustainability of the municipality.

5.1.3.6 Annual Debtors Collection Rate

This ratio assesses the actual cash collected, compared to the monetary value of the municipal accounts rendered for municipal rates and services.

The ratio to determine the percentage collection rate is as follows:

Total Payments Received in Current month/Total Value of Accounts Rendered in the Previous month X 100

Note: the reason for using the previous month's billing is due to the accounts only being payable the following month (i.e. account-holders are given one calendar month to pay their current accounts).

The average collection rate as at 30 June 2015 was 98,91%, compared to the average collection rate of 96,07% for the 2013/14 financial year. The collection rates have been calculated based on the revenue receipted, compared to the revenue billed on a month-to-month basis.

5.1.3.7 Cost coverage

The Ratio indicates the Municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue, during that particular month.

The Ratio is adjusted for Unspent Conditional Grants as the cash is not available for normal day-to-day operational expenditure, but rather reserved for Grant related expenditure.

The ratio is determined as follows:

Cash and cash equivalents – unspent conditional grants – overdraft + short-term investments / monthly fixed operational expenditure excluding (depreciation, amortisation, provisions for bad debts, impairment and loss on the disposal of assets):

As at 30 June 2015, the Ratio was 0.85 months, whilst the Municipality's audited ratio as at 30 June 2014 was 0.25 months.

In terms of MFMA Circular No. 71, the norm is between 1 month to 3 months

5.1.3.8 Employee costs as a % of Total Operating Expenditure

This ratio assesses the extent to which the Municipality's Total Operating Expenditure is consumed by costs associated with the employment of human resources.

The ratio is determined as follows:

Employee Costs to date/Total Operating Expenditure to Date

As at 30 June 2015, Employee Related Costs constituted 36,77% of the Total Operating Expenditure, whilst the Municipality's audited ratio as at 30 June 2014 was 35,32%.

5.1.3.9 Repairs and Maintenance as a % of Total Operating Expenditure

This ratio assesses the extent to which the Municipality's Total Operating Expenditure is consumed by costs associated with the repairs and maintenance of its assets.

The ratio is determined as follows:

Repairs and maintenance expenditure to date / Total Operating Expenditure to date

As at 30 June 2015, the Ratio was 4,58%, compared to the Municipality's audited ratio of 3,81% as at 30 June 2014.

5.1.3.10 Repairs and Maintenance as a % of the book value of Property, Plant and Equipment (PPE)

The Ratio measures the level of repairs and maintenance to ensure adequate maintenance to minimise breakdowns and interruptions in service delivery.

The ratio is determined as follows:

Repairs and maintenance expenditure to date / Book value of PPE to date

As at 30 June 2015, repairs and maintenance expenditure constituted 1,11% of the book value of PPE. The Municipality's audited ratio as at 30 June 2014 was 0,95%.

In terms of the MFMA Circular No.71, the norm is 8%.

5.1.3.11 Own Revenue Generation

This ratio measures the extent to which the Municipality has control over its revenue sources, i.e. what percentage of its revenue is generated locally. The higher the ratio, the less reliant a Municipality is on Provincial and National Government to support its operations.

The ratio is determined as follows:

Own Revenue Sources / Total Operating Income (includes operating grants)

As at 30 June 2015, the Municipality's own revenue sources constituted 85,72% of its total Operating Income. The Municipality's audited ratio as at 30 June 2014 was 87,21%.

The Municipality is thus not fully reliant on the finances received from Provincial and National Government to support its day to day operations.

The equitable share, for example is greatly assists the Municipality to cover the subsidies for the registered indigent households. Although the Municipality would like to become sufficient by not having to rely on Government support via Grants and Subsidies, it has become very clear that without increased Government funding the Municipality will not be able to meet its service delivery mandate from its limited revenue base.

5.1.3.12 Capital Budget Spending

This ratio assesses the level of actual capital spending, compared to the budgeted capital expenditure.

The ratio is determined as follows:

Actual Capital spending / Approved Capital Budget

The actual spending as at the end of June 2015 amounted to 241,30%, compared to the 2014/15 Capital Budget. The Municipality's audited ratio as at 30 June 2014 was 21,35%.

5.2 ARREARS IN PROPERTY RATES AND SERVICE CHARGES (REFER TO PG 49 OF ANNUAL FINANCIAL STATEMENTS)

**5.3 ANTI-CORRUPTION STRATEGY
(THE ANTI-CORRUPTION STRATEGY AND FRAUD PREVENTION POLICIES ARE BOTH IN DRAFT FORMAT)**

CHAPTER 6: AUDITOR – GENERAL FINDINGS

(Refer to attached Annexures for the Audit Report and Audit Action Plan). ***